

Alfred Bader Fonds

Correspondence

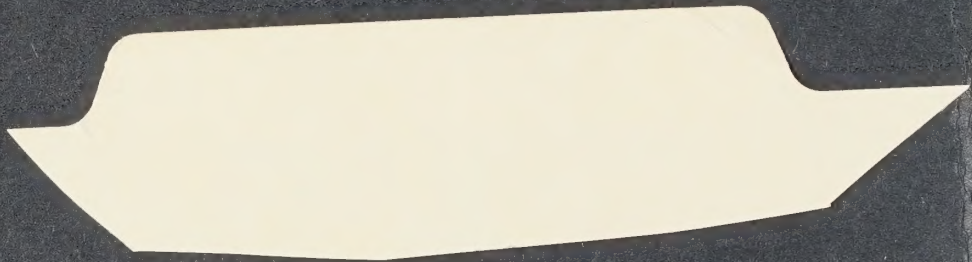
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1994-1996

QUEEN'S UNIVERSITY ARCHIVES	
LOCATOR	5095.5
BOX	4
FILE	36



Cilag AG - Switzerland



DR. ALFRED BADER  
WHITE GABLES  
2A HOLMESDALE ROAD  
BEXHILL-ON-SEA  
EAST SUSSEX TN39 3QE  
TEL: 01424 222223

13 XII 96

Mr. Michael Baronian  
Citag

2 pages

Dear Michael

just a summary re Synthelect:

I showed their president yesterday to enquire about a visit in January. He laughed, saying that of course we would be welcome, but why a visit ~. He knows and respects Citag, is making some peptides for you and visited you in Schaffhausen just a few weeks ago, this last October! His contact person is Dr. Adrian Thaler.

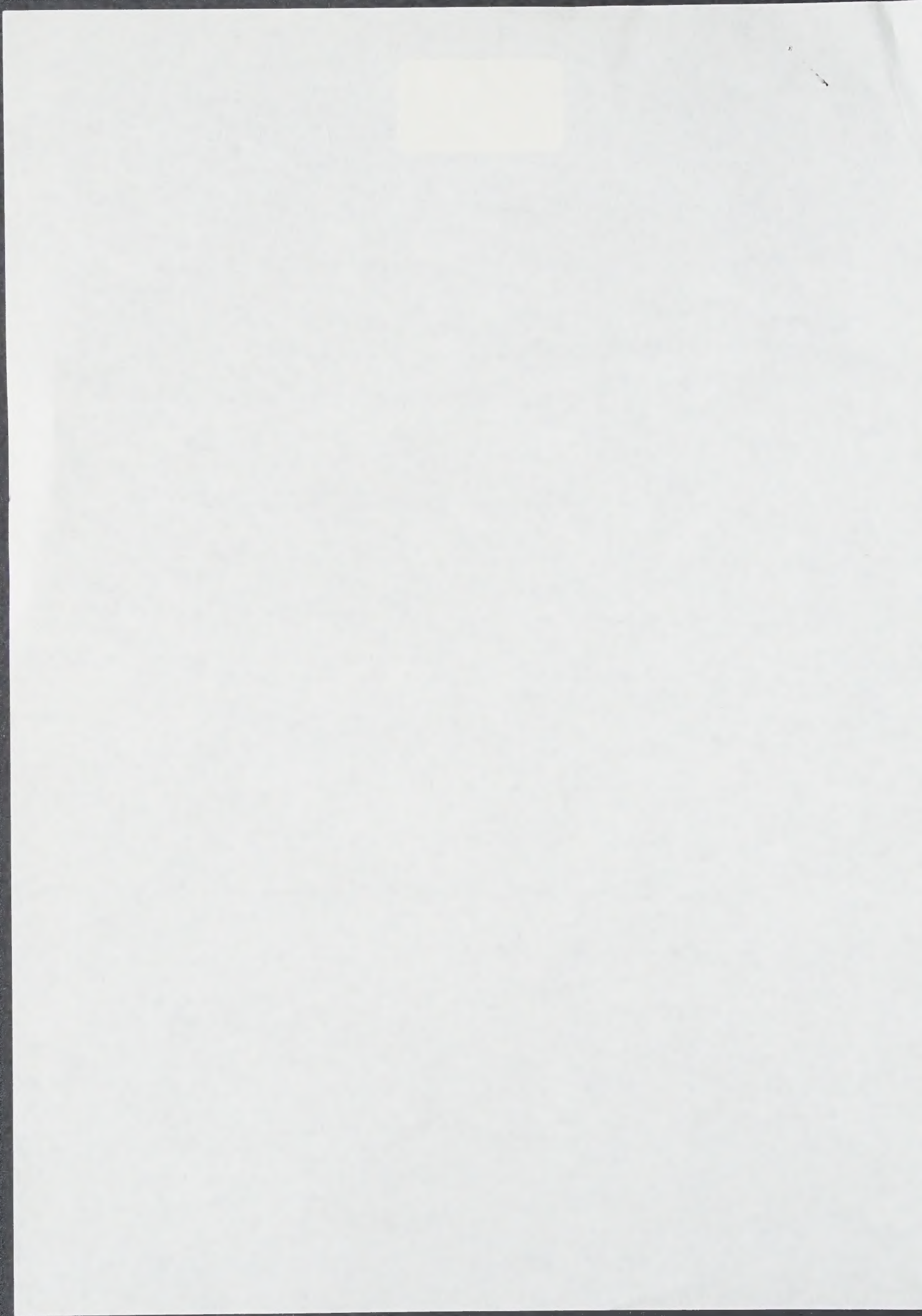
"Preem", as everyone calls him, is a very good man, and you will enjoy meeting him when next he visits Citag.

Copy of their last six months report is enclosed.

Herzliche Grüsse  
und alles Gute fürs Neujahr

Alfred

Aminin



To Our Shareholders:

We are pleased to report the best quarter in the Company's history, with record revenues and net income, which were up from the comparable period last year by 130% and 203% respectively. This quarter alone was roughly equal to all of fiscal 1994 in revenues and earnings per share. Further, the first half of fiscal 97 nearly matches our performance for all of fiscal 96. International sales, primarily to Japan and Western Europe, contributed over a third of revenues during the first half of the fiscal year.

The timing and magnitude of our revenue stream continue to be unpredictable due to fluctuations in the inflow of orders. To a large extent, our business depends on the development status and progress of drugs in the pipeline for which our customers require our Epiplus Building Blocks. While the first half would assure the Company of another solid growth year, the extent of consolidation in our market is likely to make the same pace unrepeatable during the balance of the year. Nevertheless, the Company expects to continue to be active with ongoing and new projects utilizing our products and technology.

Our Company secured a place in several rankings of small public companies by two leading financial magazines - 200 Best Small Companies in Fortune and 100 Highest Small Companies in Financial World.

As always, we appreciate the confidence of our loyalist, invested shareholders, the devoted teamwork of our drug years, and the ongoing support of our pharmaceutical customers.

Sincerely yours,

*M. Steven Sweet*

M. Steven Sweet

President & CEO

November 14, 1996



SYNTHETECH, INC.

FINANCIAL HIGHLIGHTS

Fiscal Years 1997 & 1996

STATEMENTS OF INCOME

	Second Quarter Ended September 30, 1996 (unaudited)		1995 (unaudited)		First Half Ended September 30, 1996 (unaudited)		1995 (unaudited)	
Revenue	\$ 4,654,000	\$ 1,976,000	\$ 8,075,000	\$ 4,160,000				
Operating Income	\$ 2,440,000	\$ 777,000	\$ 4,485,000	\$ 1,348,000				
Effective Income Tax Rate	38%	38%	38%	38%				
Net Income	\$ 1,570,000	\$ 518,000	\$ 2,968,000	\$ 1,276,000				
Net Income Per Share	\$ 0.11	\$ 0.04	\$ 0.20	\$ 0.09				
Shares Used in Per Share Calculations	14,259,762	13,754,295	14,231,601	13,556,292				

BALANCE SHEETS

	September 30, 1996 (unaudited)		March 31 1996	
Total Assets	\$ 14,843,000	\$ 10,259,000		
Current Liabilities	\$ 1,179,000	\$ 649,000		
Deferred Income Taxes	9,000	10,000		
Shareholders' Equity	13,295,000	10,100,000		
Total Liabilities and Shareholders' Equity	\$ 14,863,000	\$ 10,959,000		
Current Assets	\$ 11,952,000	\$ 9,098,000		
Property & Equipment, net	2,825,000	1,311,000		
Intangible Assets Available for Sale	821,000	626,000		
Other Assets	15,900	16,000		





\*\*\* TRANSMISSION REPORT \*\*\*

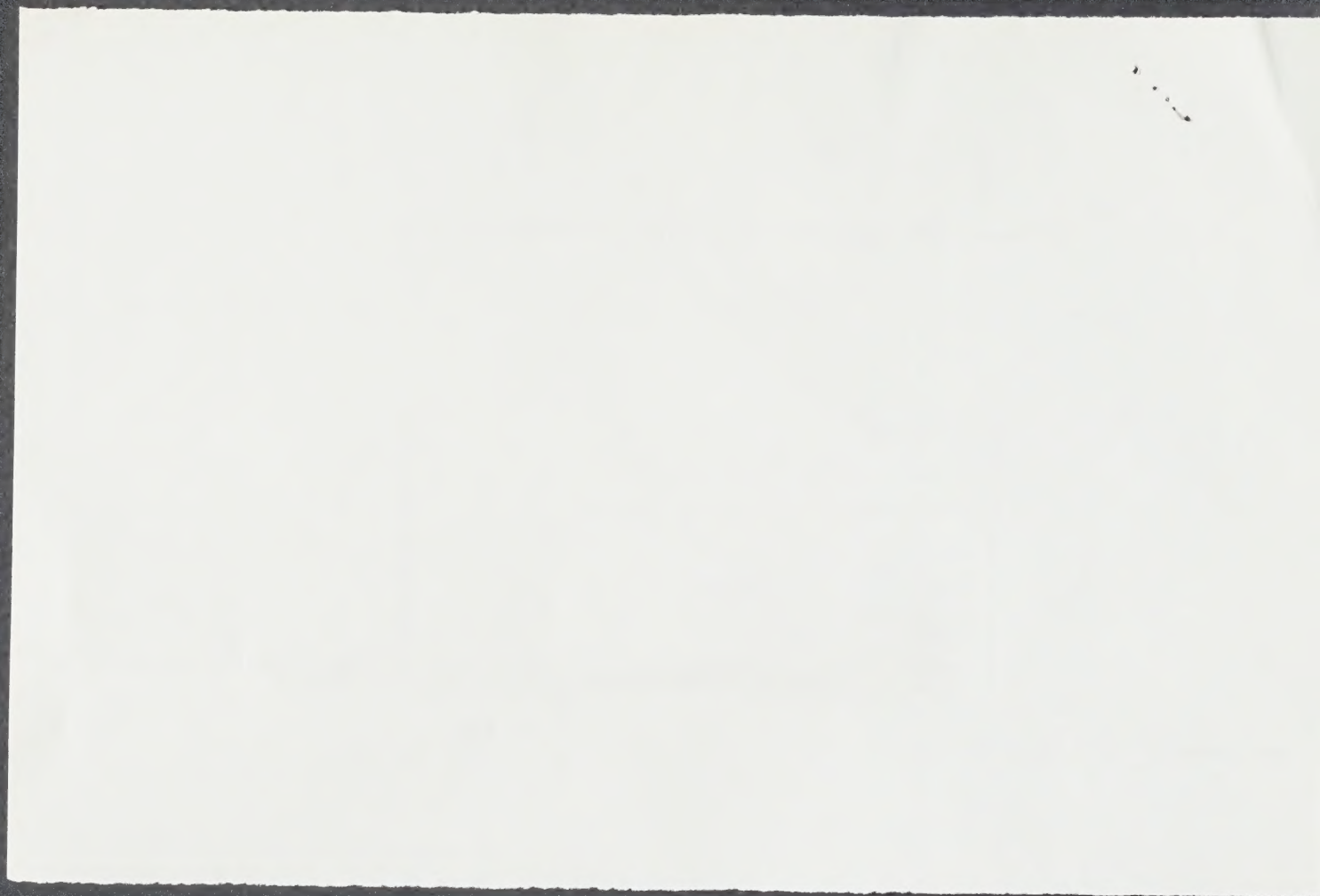
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N° : 1424+222223

DATE : 13-12-96 12:05

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SUBSCRIBER	+41 52 6389567
DURAT.	1' 19"
MODE	NORM
PAGES	2
STATUS	CORRECT

\*\*\* CORRECT : MANUAL COMMUNICATION \*\*\*





FAX FROM

DR. ALFRED BADER  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone: 414/277-0730  
Fax: 414/277-0709

Date: 25. Tx 96

2 Seiten

To:  
Fax:

Dr. Hans Lehner Citag

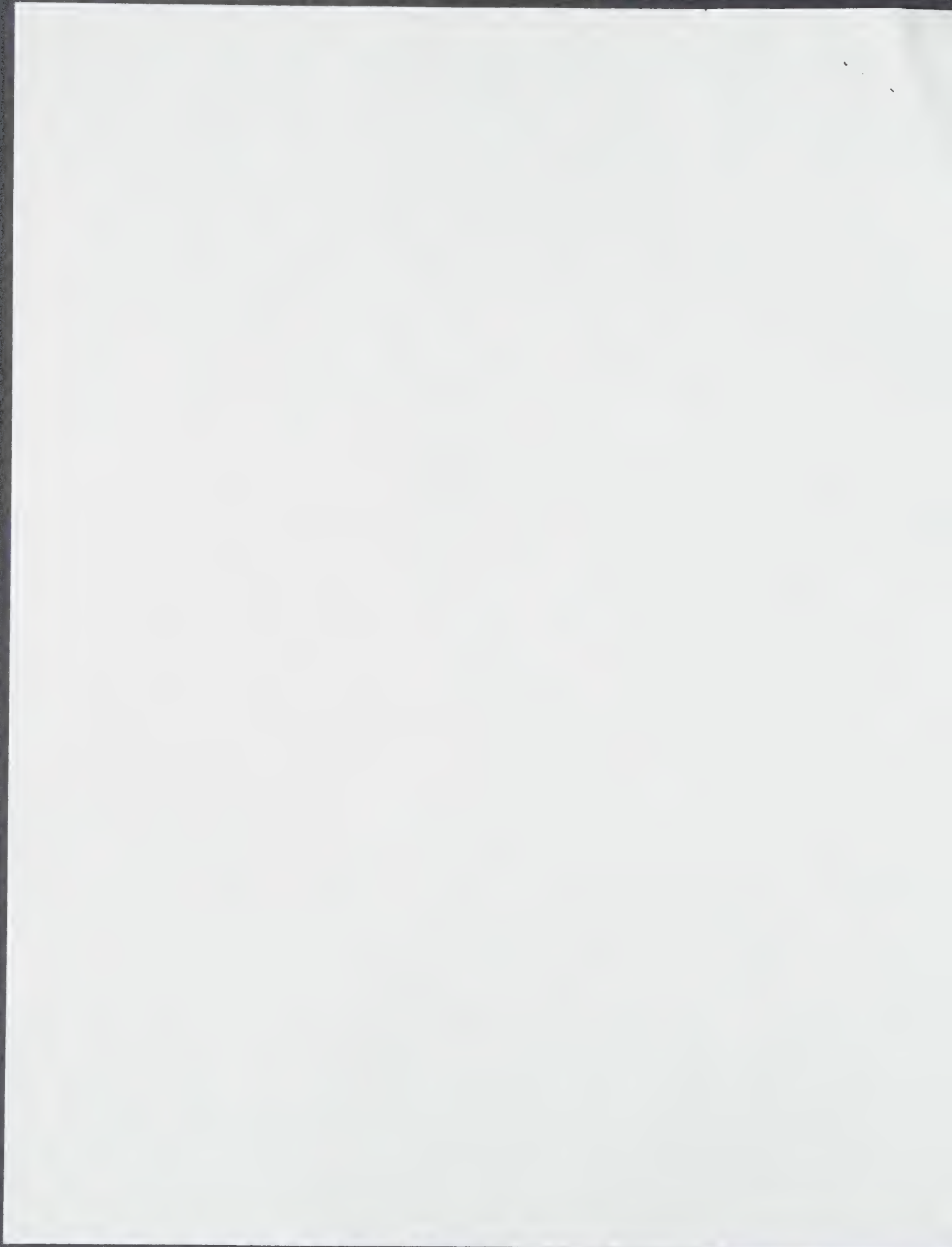
Message:

Re: verschiedene Probleme

- (1) 2,3- Dihydro furan: Nach vielen Anfragen, wurde mir endlich mitgeteilt (Fax von gestern), dass Sie meine Angebot erhalten hat.
- (2) Acetylen dicarboxpaures K Salz: Ich erhoffe bald Angebot aus Indien
- (3) 3- Ketotalenianpaure Ester: Wacker wohl billiger als Lonza.
- (4) 2- Acetylphenylhydrazin: Ihr China Preis von \$ 20/kg ist unerschlagbar.
- (5) 2,6- Diisopropylphenol: Sind Sie mit Herdillia zufrieden?

Beste Grüsse

Alfred Bader





# EASTMAN



**TO:** Alfred Bader  
**COMPANY:**  
**FAX:** 414-962-8322

**DATE:** September 24, 1996

**PAGES:** 1  
 (excluding cover page)

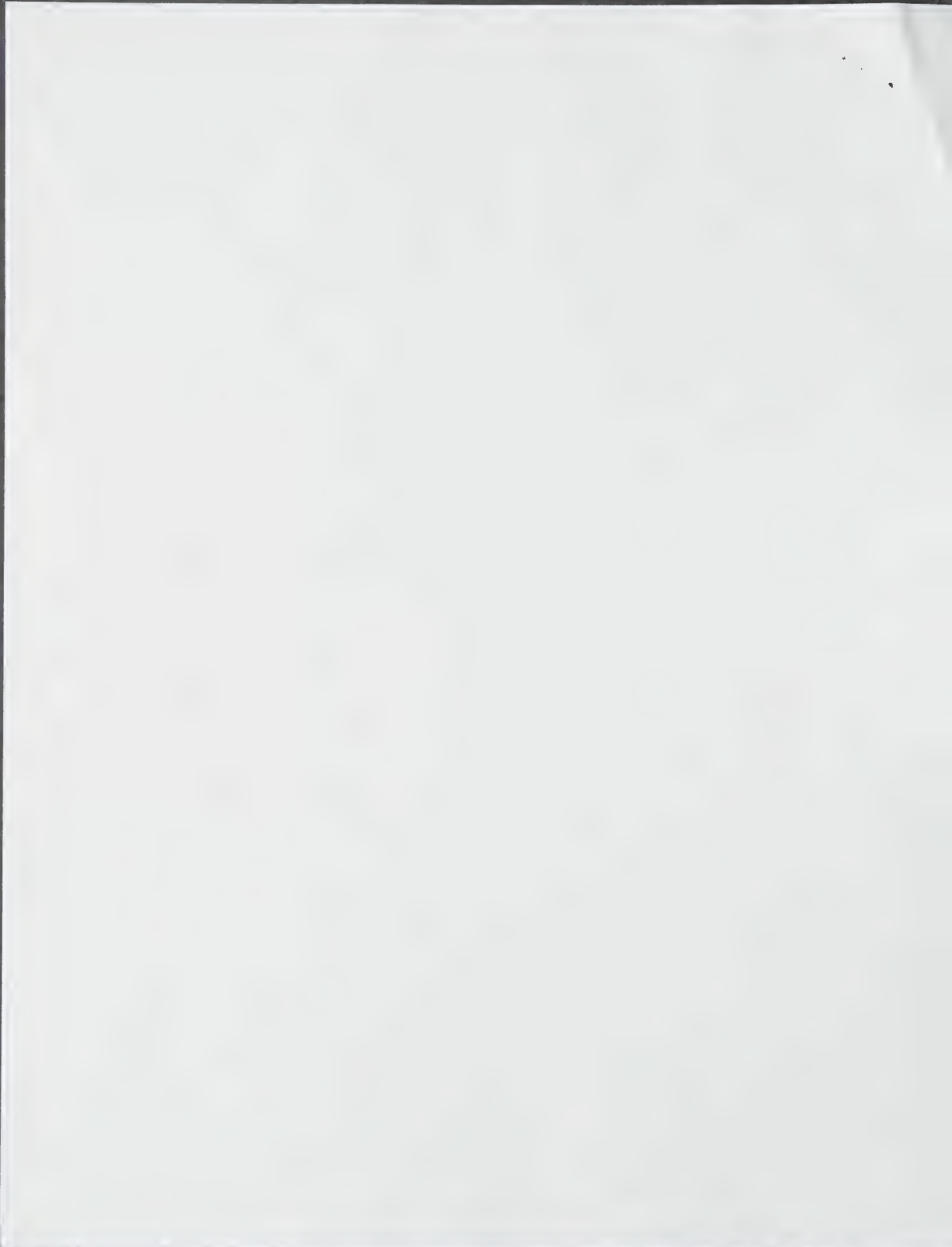
**FROM:** Martha Ramsey  
**PHONE:** 423-229-1276

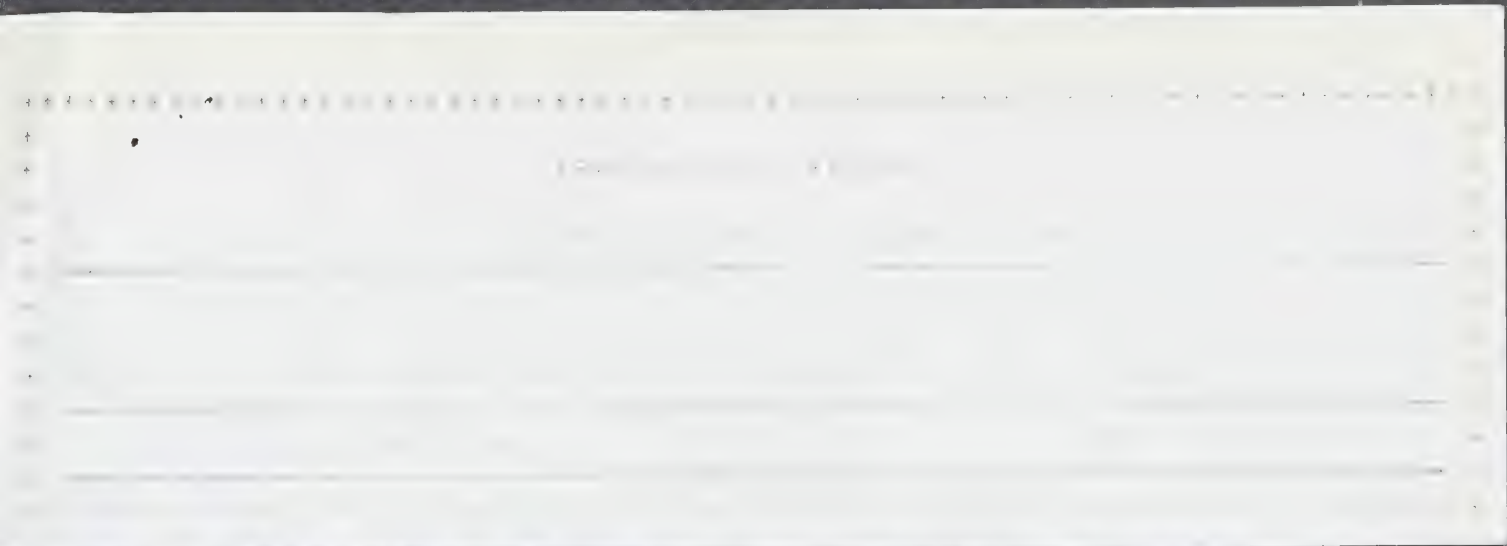
**FAX:** 423-229-8133

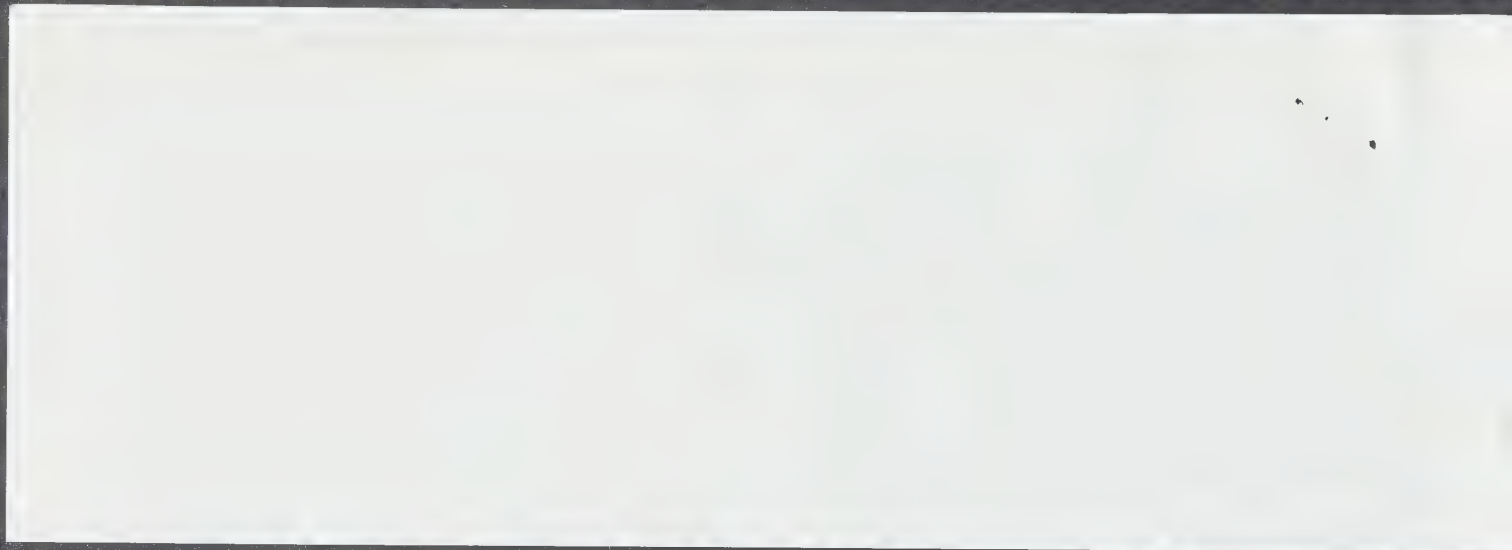
**MESSAGE:** Regarding your inquiry for 2,3 Dihydrofuran

Upon checking with one of our associates, I find that Mr. Ralph Miescher of the Zug office has been talking with a Mr. Matter at Cilag for this product and he has developed a price for them for approximately 250 kgs. to be delivered around 12-96 or 1-97. Please contact Mr. Miescher in the Zug office at 41-41-7266-337. Please call me back if this is not what you need.

For Martha Ramsey, Kathleen Ford, LSE









DR. ALFRED BADER  
WHITE GABLES  
2A HOLMESDALE ROAD  
BEXHILL-ON-SEA  
EAST SUSSEX TN39 3QE  
TEL: 01424 222223

geht nicht am  
Donnerstag

Cilag

0041 52 630 750

21. VII. 96

0041 52 630 9567

Lehner

Danke für Ihr Fax vom 19. d. M., das mir von  
Milwaukee gesandt wurde. Wir bleiben bis 26. d. M.  
in England, dann nach Milwaukee.

1 a. Ich werde Eastman Chemical von  
Milwaukee anrufen.

1 b. In meiner Erfahrung, ist Wacker meist  
die billigste Quelle, und lässt sich bei  
Jahreskontrakten über den Preis reden.

3 b. Durch die Arbeiten von Dr. Wilhelm  
Mathes bei Raschig sind diese seit 1951 die  
ersten Anbieter von allen Pyridin Aldehyden.  
Chemie Linz bietet einige dieser jetzt auch  
an, aber ich würde mich lieber auf Raschig  
verlassen als Linz. Raschig hat wohl Hunderte  
von Tonne des 2- Aldehyds hergestellt.

Die anderen Produkte werde ich suchen.

SR 1) könnte sich bei dem Preis grösseren  
Mengen 4-Fluorbenzaldehyd sicher herunterholen.

Beste Grüsse

Alfred Bader

Fax an  
Dr. Lehner

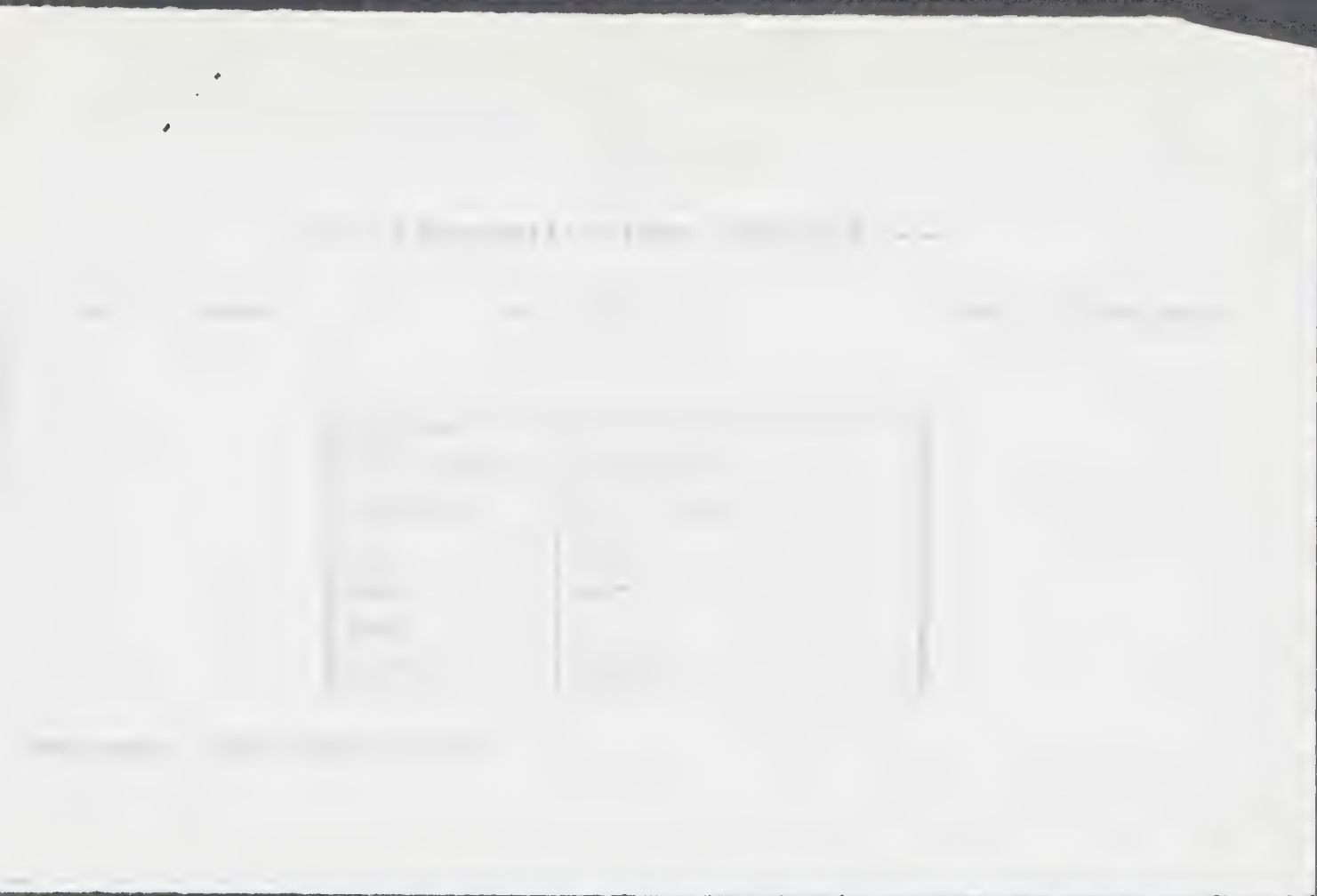
Liebe Frau Keller: Bitte diesen  
Dr. Lehner weiterzuleiten.

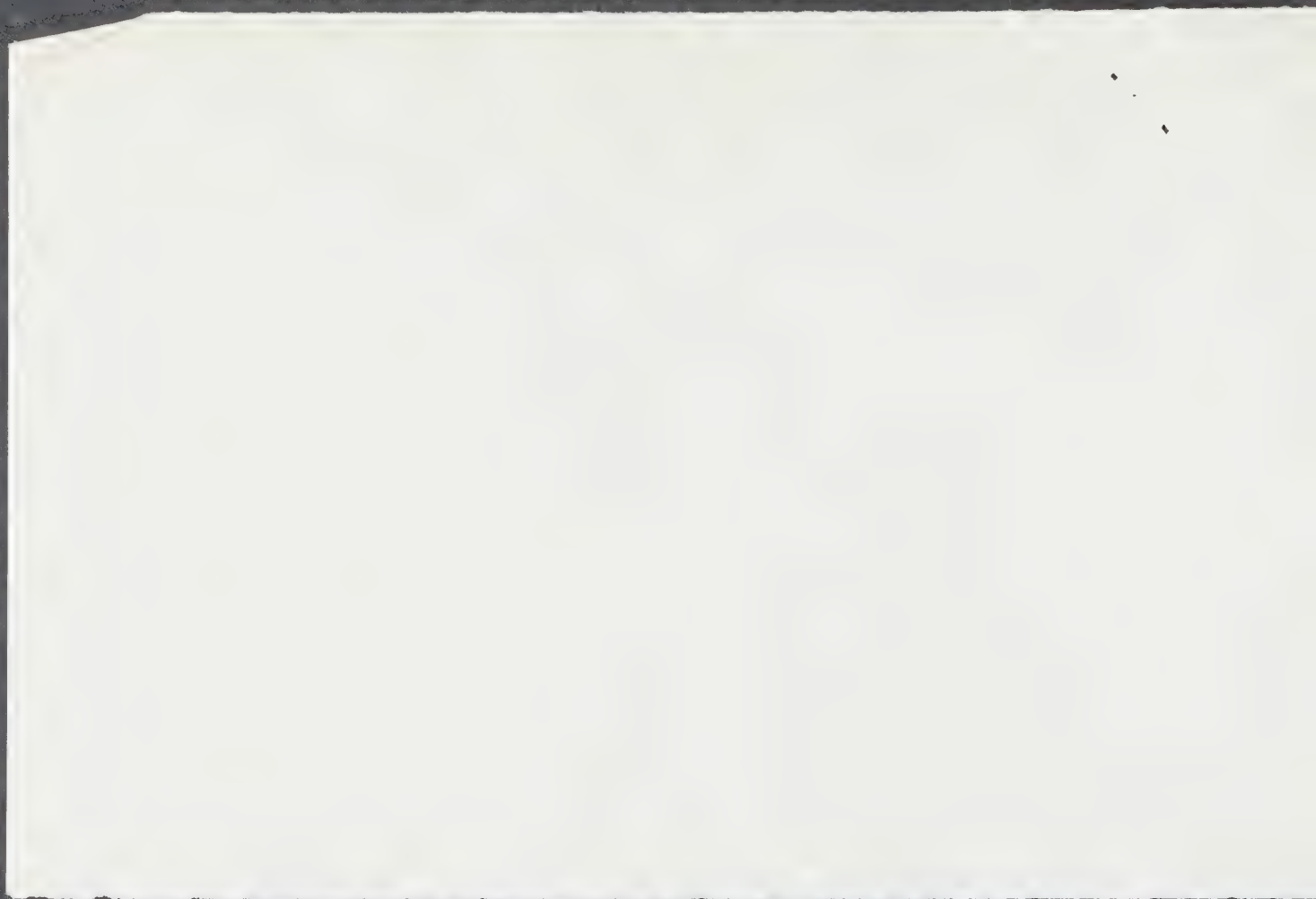
1870

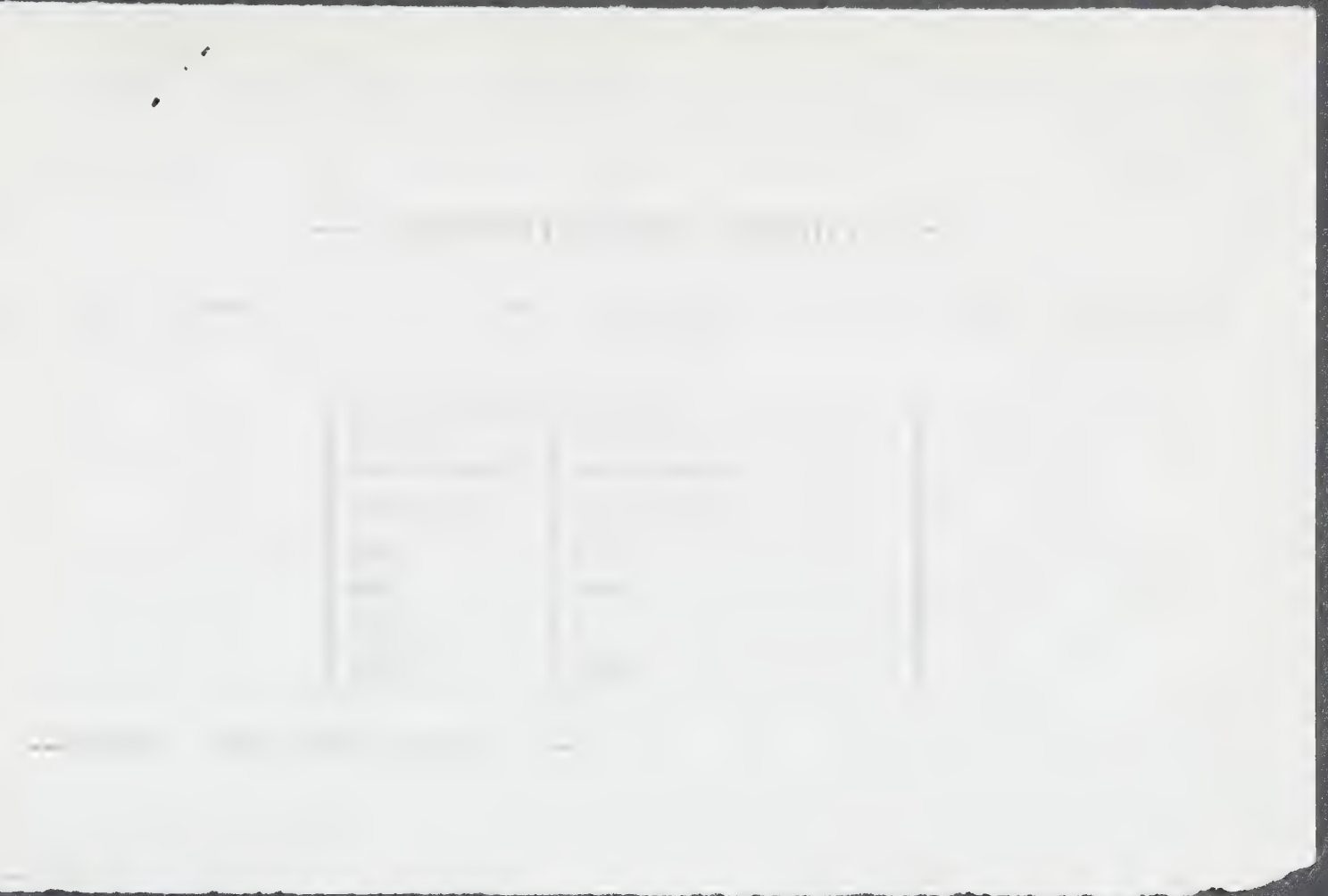
1870

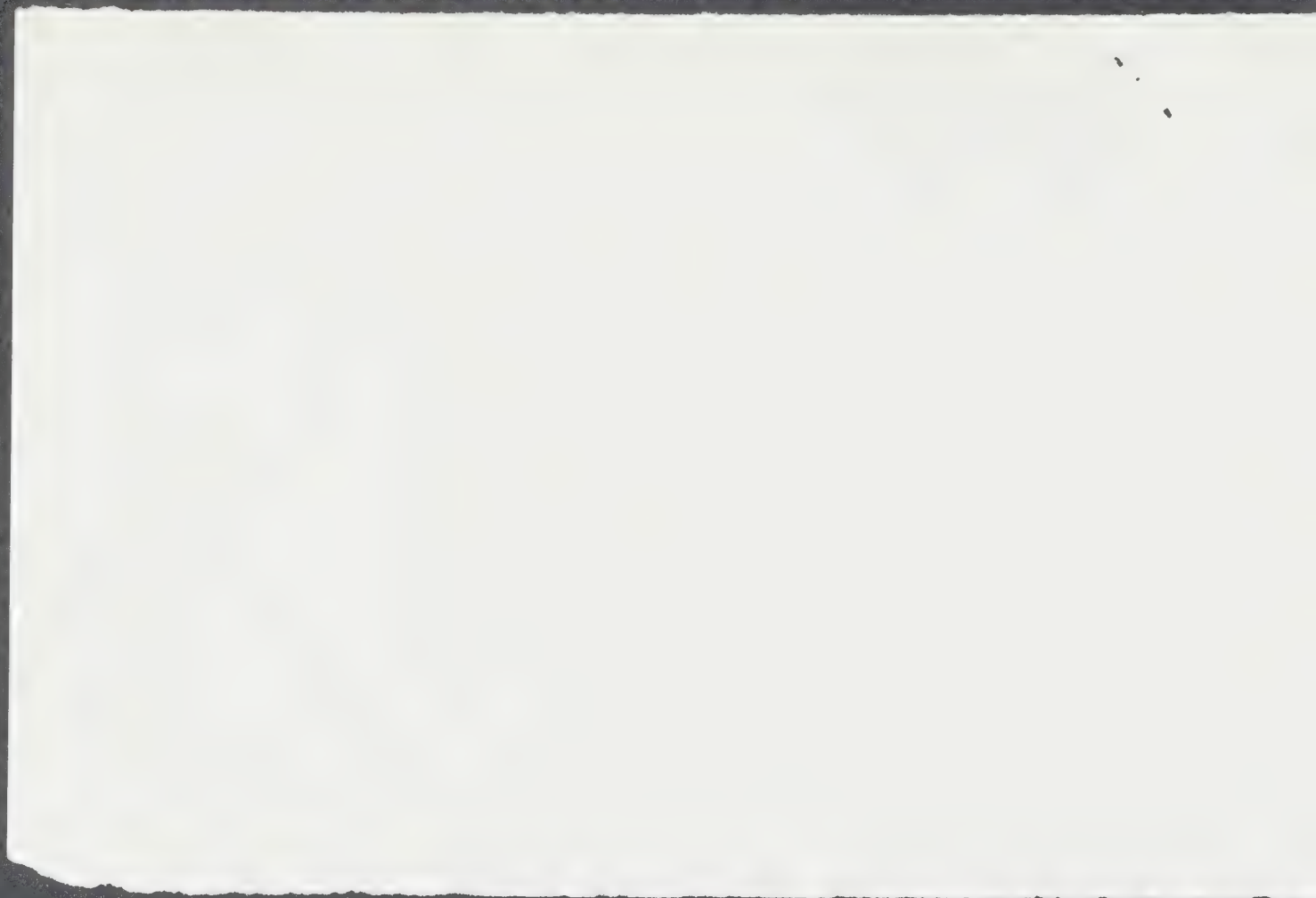
I have been thinking of you  
 very much lately and  
 wondering how you are  
 getting on. I hope you  
 are well and happy. I  
 have been very busy  
 lately but I shall be  
 glad to hear from you  
 when you have a chance.  
 I am your affectionate  
 friend,  
 Wm. Lloyd Garrison

Original in the  
 collection of  
 the  
 Wm. Lloyd Garrison  
 Papers









Dr.E.Kopp  
Hutterertr.18  
81249 München  
Tel. 089/8642460

München, 24.6.96

Betrifft: 3-Ketovaleriansäure

Lieber Alfred!

Dir und Isabel nochmals herzlichen Dank für den netten Abend am vergangenen Freitag.

Heute habe ich, oben angeführtes Produkt betreffend, mit Wacker Kontakt aufgenommen. Wacker stellt Propionyllessigsäuremethylester  $\text{CH}_3 - \text{CH}_2 - \text{CO} - \text{CH}_2 - \text{COOCH}_3$  (= 3 -Ketovaleriansäuremethylester) über Acetessigester her, aber nicht die freie Säure.

Fragen:

Kannst Du an Stelle der freien Säure auch den Methylester verwenden?

Wenn nicht, wie groß ist der jährliche Bedarf an der freien Säure? Du erwähnst 16 t!

Handelt es sich um einmaligen oder kontinuierlichen Bedarf?

Gibt es eine Preisidee oder Preisvorstellung?

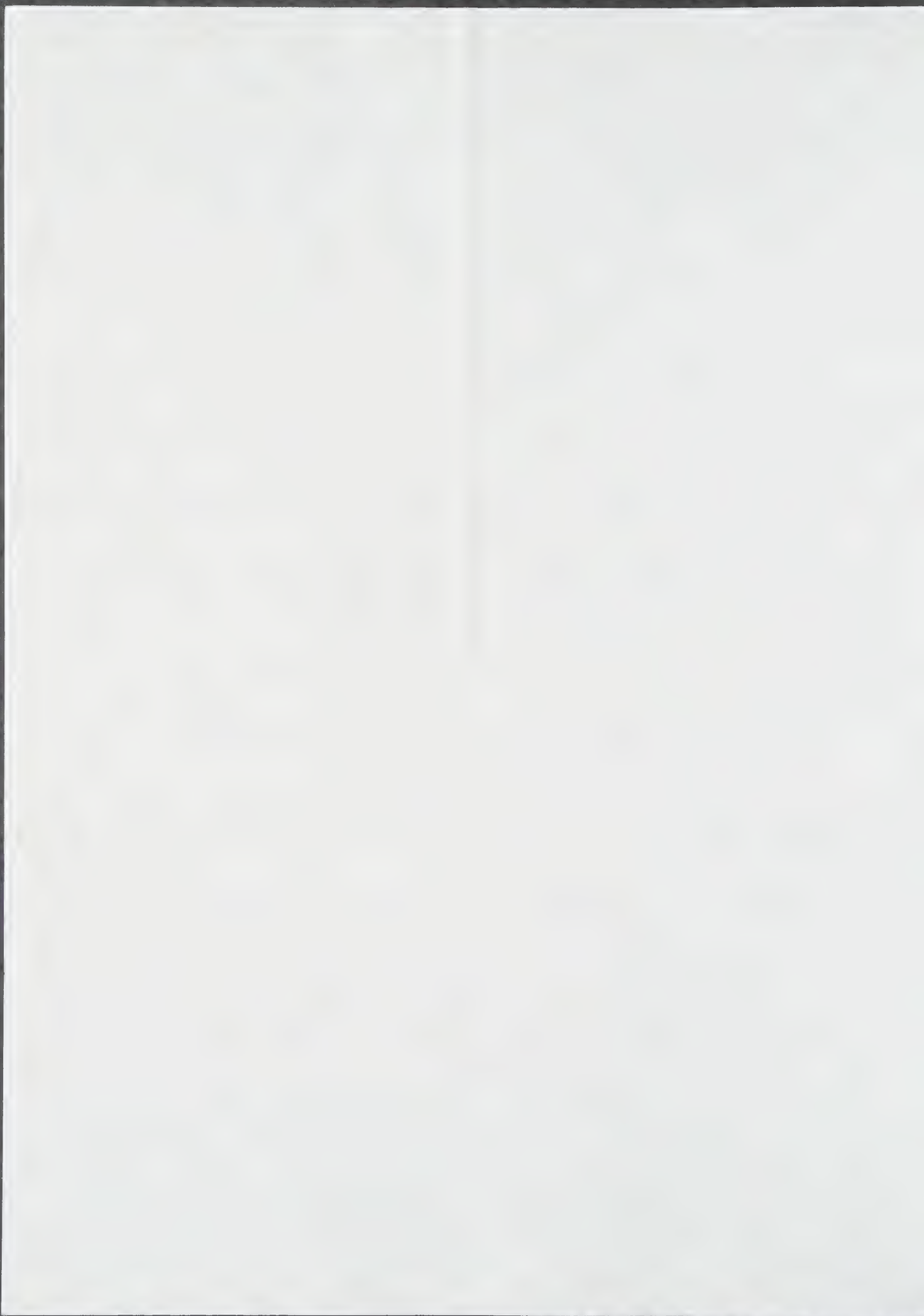
Deine Antwort leite ich gerne an den zuständigen Mitarbeiter bei Wacker weiter!

Ich hoffe Ihr seid gut in England angekommen.

Mit herzlichen Grüßen und allen guten Wünschen Dir und Isabel

Eure

*→ Kopp in Berlin*







FAX FROM

**DR. ALFRED BADER**

Suite 622

924 East Juneau Avenue  
Milwaukee, Wisconsin 53202

Telephone 414-277-0730

Fax No. 414-277-0709

February 28, 1996

To: Mr. Michael Baronian  
Cilag Ltd.  
Fax: 41-53-829-444

Dear Michael:

I look forward to being in Switzerland briefly from Saturday, June 15th through Wednesday, the 19th.

If you think that it would be useful, I could visit you in Schaffhausen on Monday, June 17th.

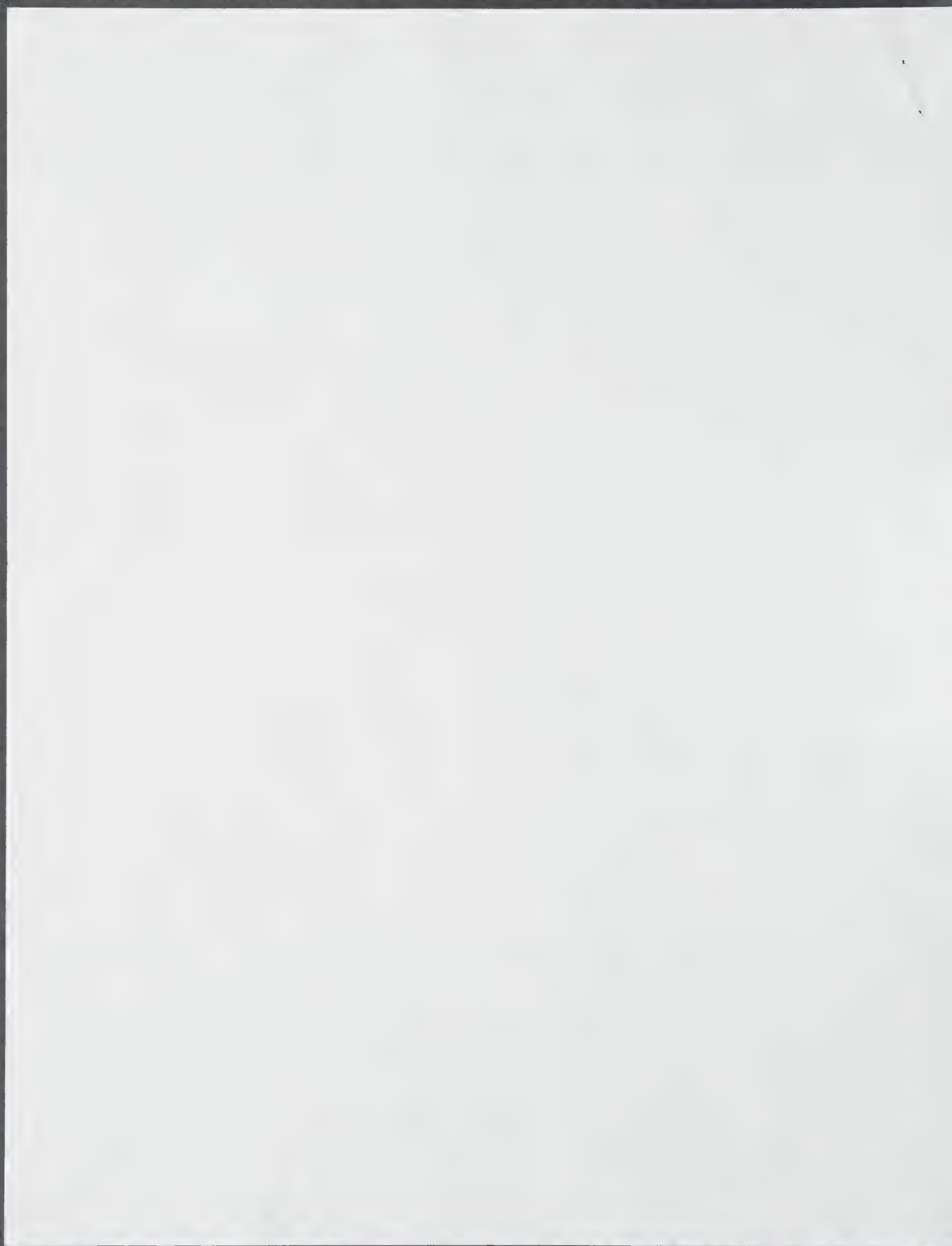
We look forward to staying one or two days with Bert van Deun. Incidentally, Bert's old telephone number, 41-42-720757, has changed, but I do not know his new telephone number in Oberägeri. Could I impose on you to fax me his new telephone number?

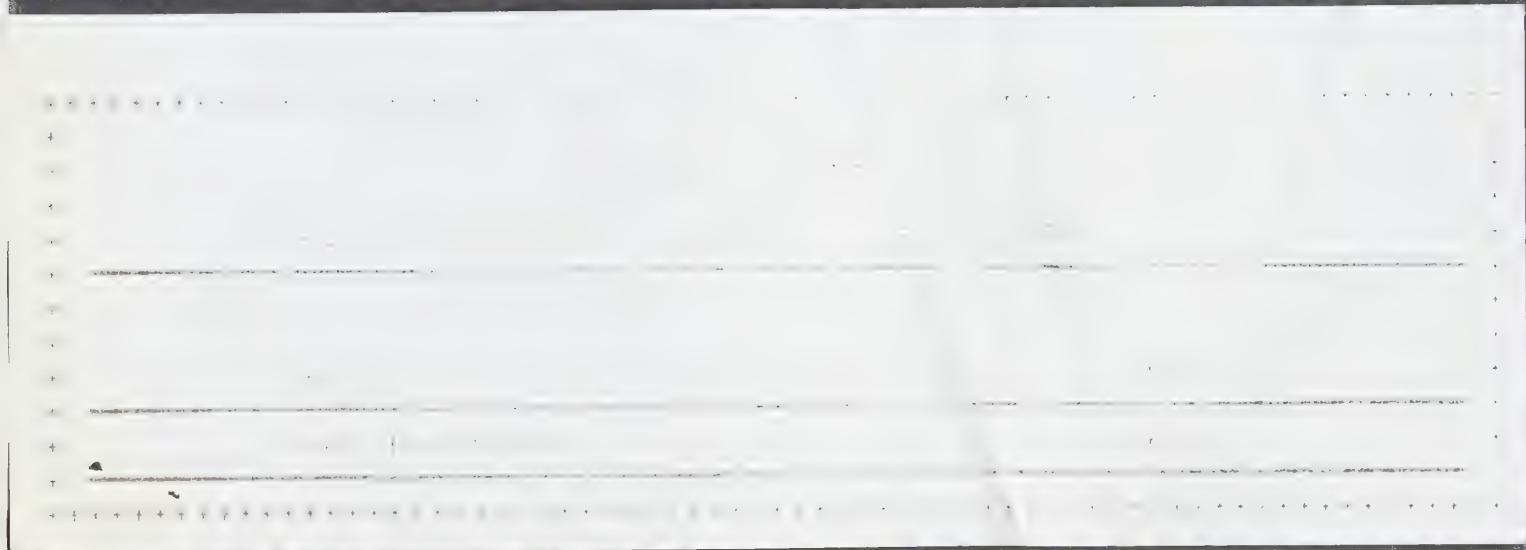
With all good wishes, I remain,

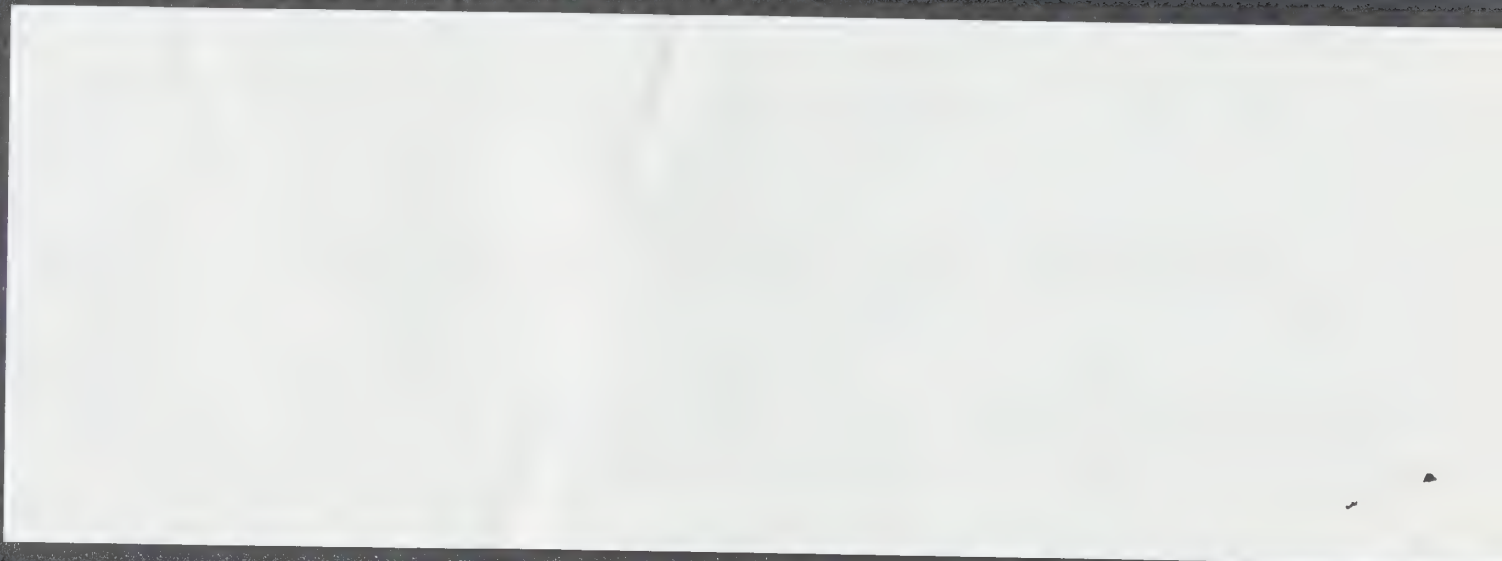
Yours sincerely,

AB/cw

c: Bert van Deun (by mail)









FAX FROM

**DR. ALFRED BADER**

Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone 414-277-0730  
Fax No. 414-277-0709

February 20, 1996

Page 1 of 2

To: Mr. Michael Baronian  
Cilag Ltd.  
Fax: 41-53-829-444

Dear Mike:

Thank you so much for your letter of February 12th.

Isabel and I plan to visit the Van Deuns during the week of June 17th and could then easily come to Schaffhausen at no extra expense if such a visit would be useful.

Could I meet the head of your purchasing department, at least by telephone, to discuss some of your purchases?

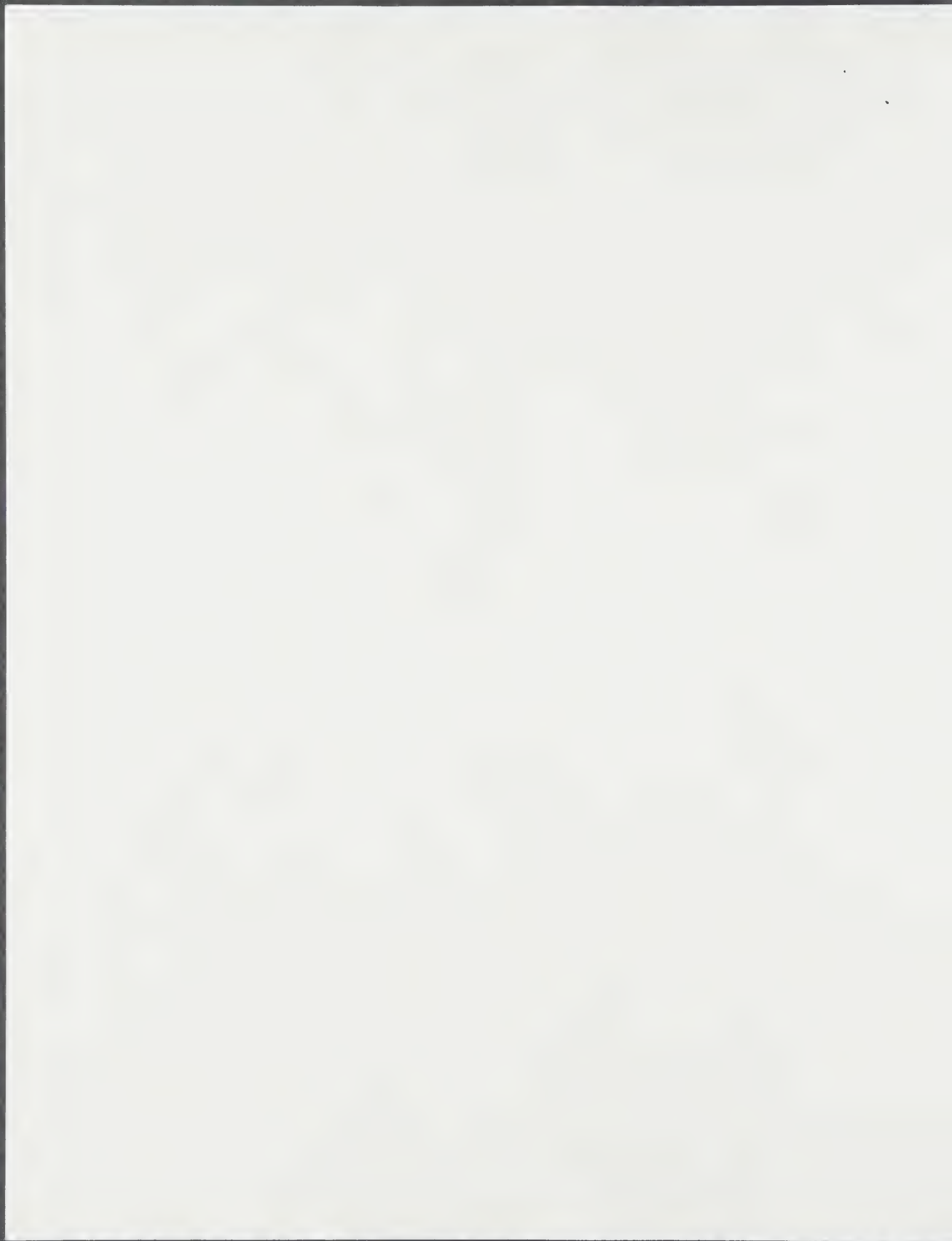
Specifically, I would like to ask him whether he purchases 3-bromoanisole, your #3625, from Riedel de Haen and your #3752, 2,3-dihydrofuran from Israel.

I am still trying to obtain good quotes for your #3211, 2-amino-4-chlorophenol and #3512, 5-aminosalicylic acid, but such inquiries always take time.

Of all the compounds you purchase, Aldrich and also Fluka manufacture only your #3731, diisopropylcarbodiimid, and you might be purchasing the 12 kilos you need from Fluka already.

The bulk sales division of Sigma-Aldrich, called SAF (for Sigma-Aldrich-Fluka), has good positions in a number of the products you require, not because of in-house manufacture, but because of large purchases. Hence, inquiries to SAF at Fluka in Buchs would always be appropriate.

If you could send me your manufacturing details for acetylendicarboxylic acid potassium salt, I would try to find a suitable manufacturer. I presume that as this is very old technology, confidentiality is not important.



Mr. Michael Baronian  
February 20, 1996  
Page 2 of 2

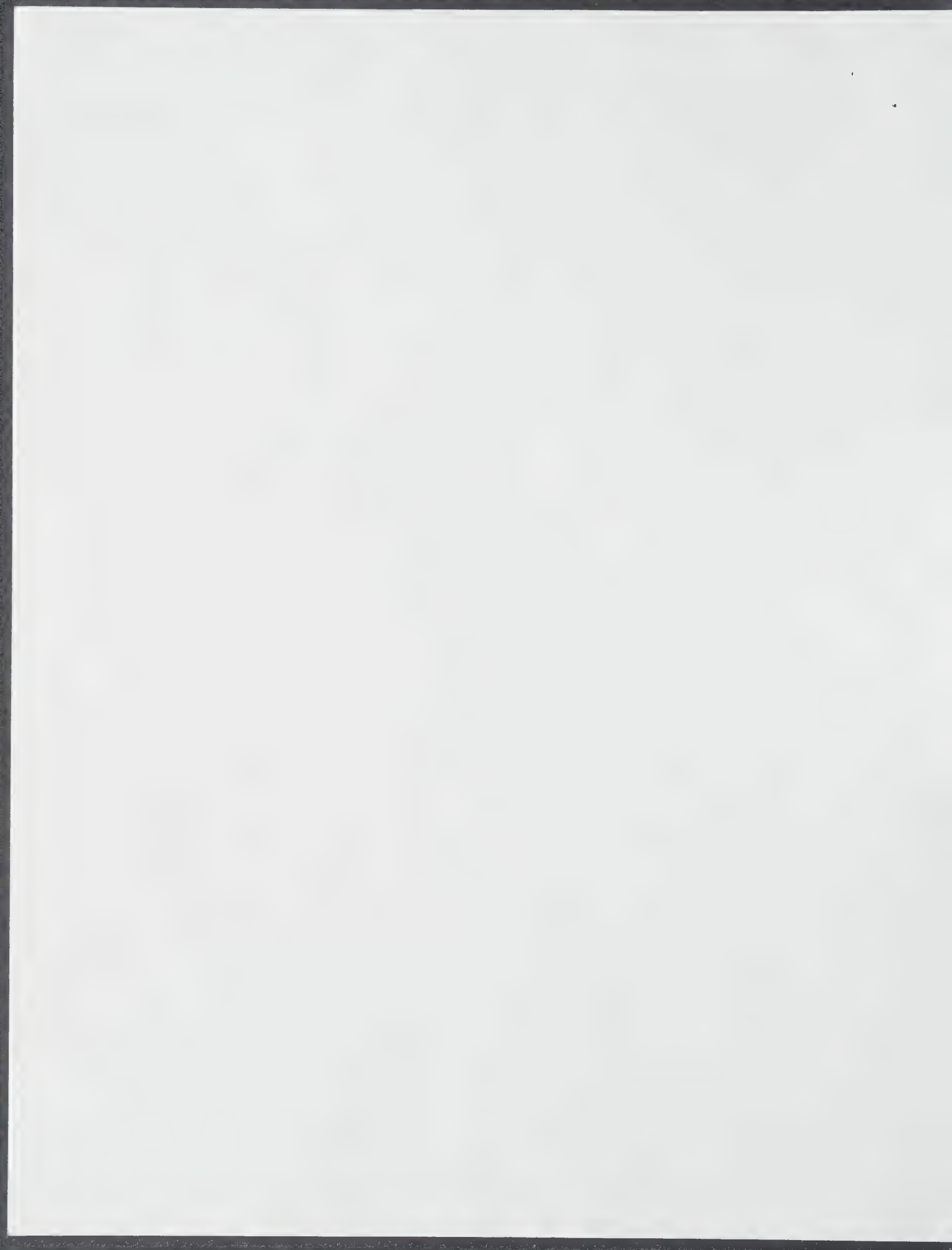
If you would like me to talk to your purchasing director directly, please give me his name and telephone extension, and I will chat with him.

With all good wishes, I remain,

Yours sincerely,

A handwritten signature in cursive script, appearing to be 'A. Baronian', written in dark ink.

AB/cw





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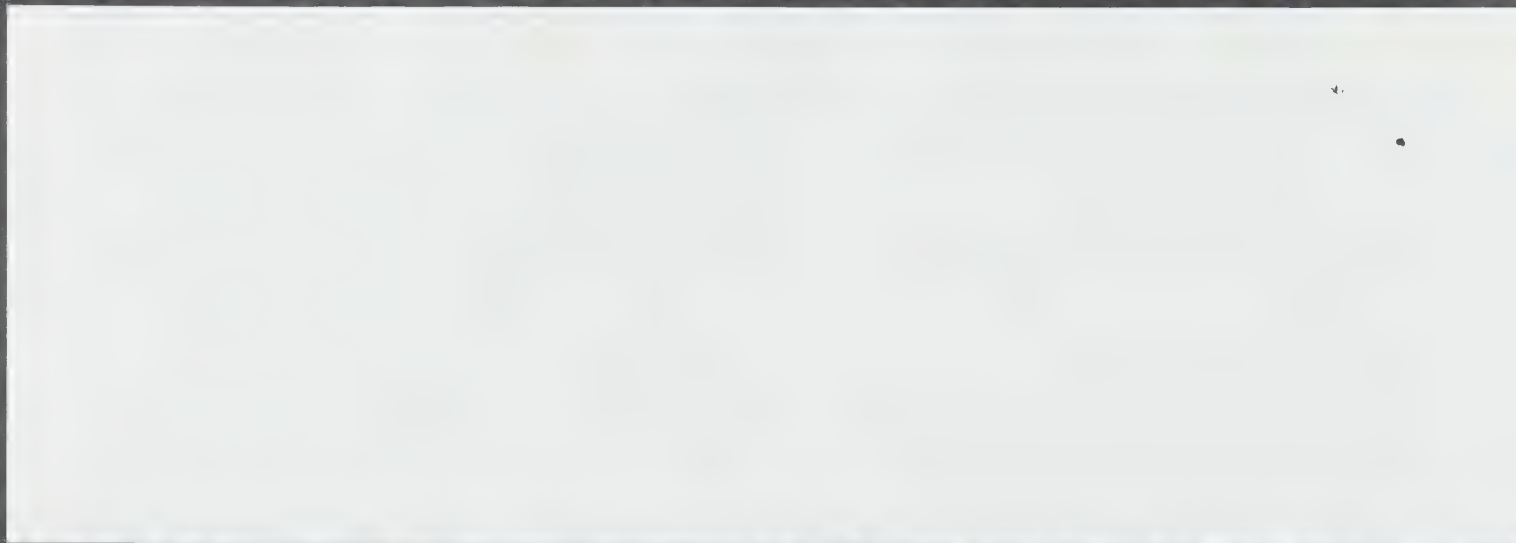
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FAX FROM

**DR. ALFRED BADER**

Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone 414-277-0730  
Fax No. 414-277-0709

February 1, 1996

Page 1 of 2

To: Mr. Michael Baronian  
Cilag Ltd.  
Fax: 41-53-829-444

Dear Mike:

I have now had a chance to study the list of the raw materials which Cilag purchases in some detail.

The majority of your purchases are for common chemicals, where freight and availability is so important that I really cannot help from here.

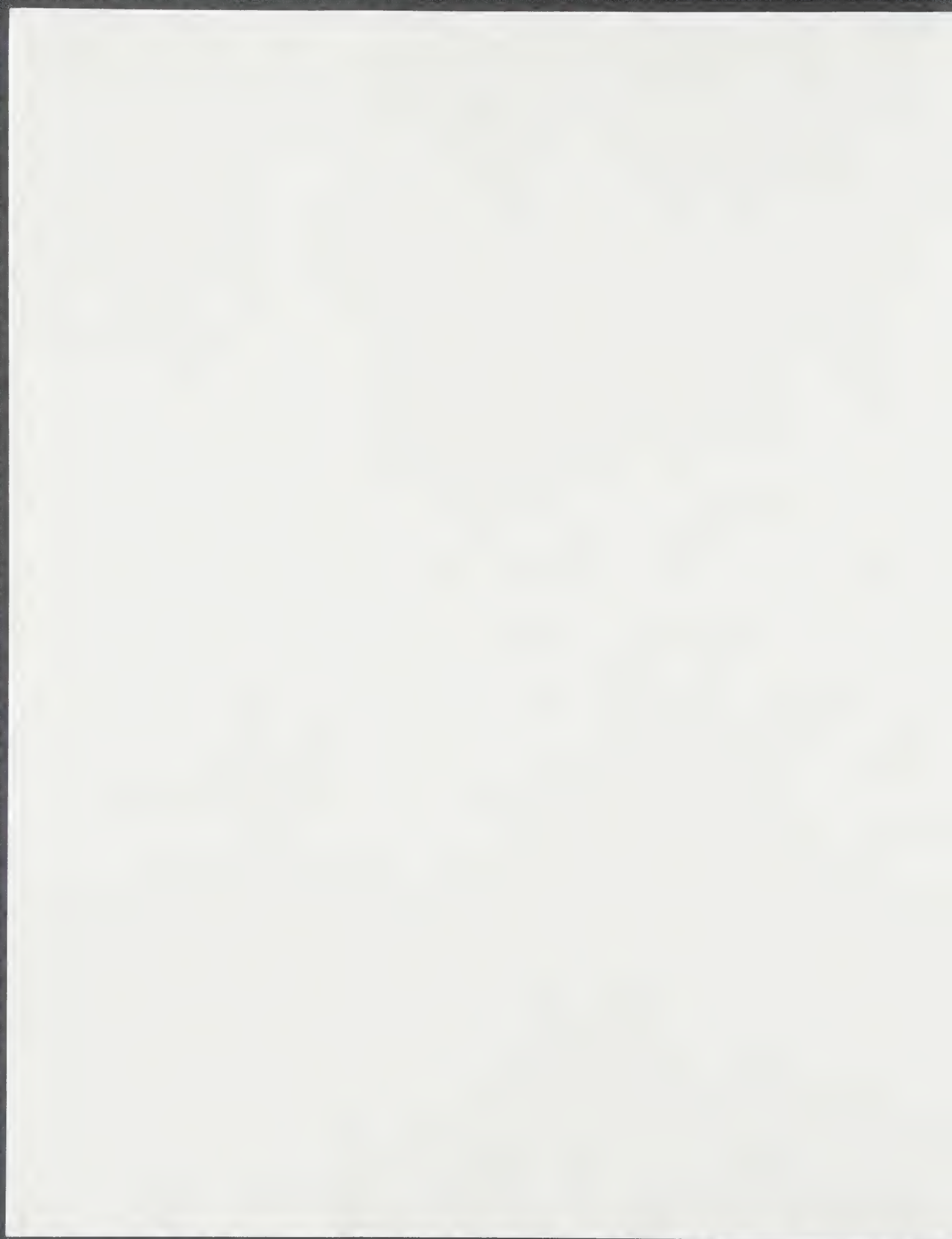
A number of the products are made and sold in bulk by Aldrich and the company's bulk division, SAF. Next week I will have a list of products actually manufactured by Aldrich, and I will then suggest that you ask Fluka to quote to you.

As an example, I know that #3731 - Diisopropylcarbodiimide - is made both by Aldrich and Fluka, and of course Cilag may already be buying the relatively small quantity which you need (12 kilos) from Fluka.

You may already be buying #3745 - Adamantane-1-carboxylic acid - from Lachema in Brno. If not, do consider them as a supplier. I know of one other manufacturer of adamantanes in Israel, but unfortunately, their reply was negative.

I looked for #3747 - 2,6-Diisopropylphenol - for you last year and found an Indian supplier quoting to you at \$50/kilo, that is at less than S.F. 95/kilo in your list. They indicated that the price was negotiable, and I believe that if you ever require tonnage lots, their price could go down to somewhere around \$25-30/kilo.

I will be back to you with further comments on specific items within the next two weeks.





Mr. Michael Baronian  
February 1, 1996  
Page 2

Of course, I have not forgotten Erich Hammer's inquiry of January 10th for acetylene dicarboxylic acid potassium salt, which will no longer be available from Mack. Many years ago, Aldrich bought this both from Cilag and from a division of what is now Allied Signal, but they no longer supply it. I have not yet come up with an alternate source, but am still trying.

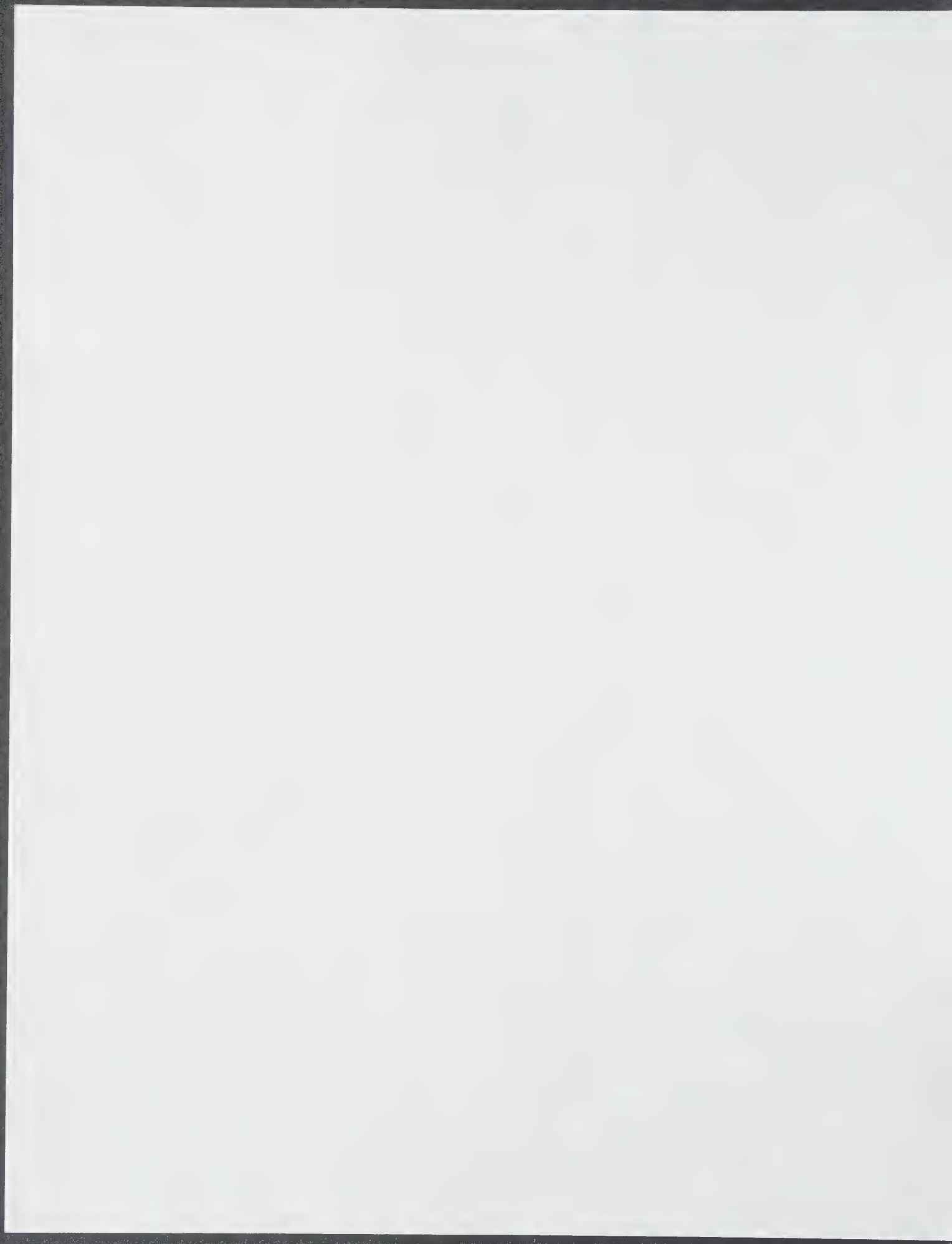
Would you be willing to share your old technology with a possible manufacturer?

With all good wishes to you and Erich, I remain,

Yours sincerely,

AB/cw



Mike

Das sind die Vorschriften

alt

neu

für Acetylen dicarboxylic acid  
mono-potassium salt \*

Das ist der Rohstoff für Chemet/  
succines; nach dem MACK

Chemie geschlossener K&L, suchen  
in günstiger Herstelle vor \*

Für Neffell können wir es selbst  
herstellen. Alfred muss uns das  
Namen der Hersteller bekannt

geben. (Supply qualification?)

Eric



CILAG AG  
Hochstrasse 201/209  
CH - 8201 Schaffhausen

Tel. 0041 53 829 307  
Fax 0041 53 829 750

*Dimercapto succinimid*

*Purchased*  
*85 298-8*

*A1540-1*

*EGA used to buy from Mack.*  
*Allina Chem. used to offer - many years ago - at \$5/1b!*





FAX FROM

DR. ALFRED R. BADER

White Gables  
2A Holmesdale Road  
Bexhill-on-Sea  
East Sussex TN39 3QE  
Telephone/Fax: 0424-22-22-23

← Home Hill  
July 1986  
4th Floor 22-22-23

A Chemist Helping Chemists

Date: June 27 86

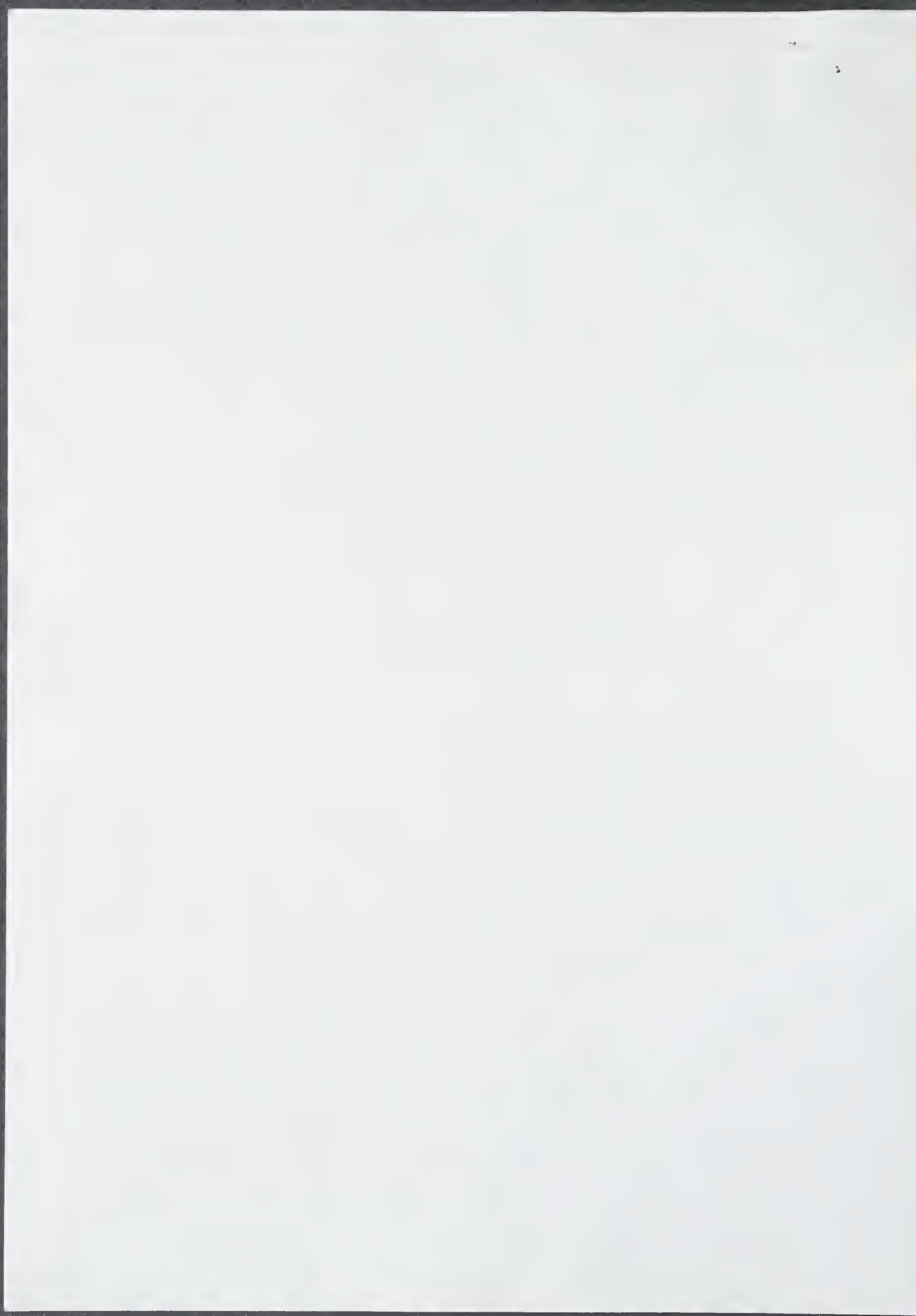
Page 1 of 1

To:  
Fax:

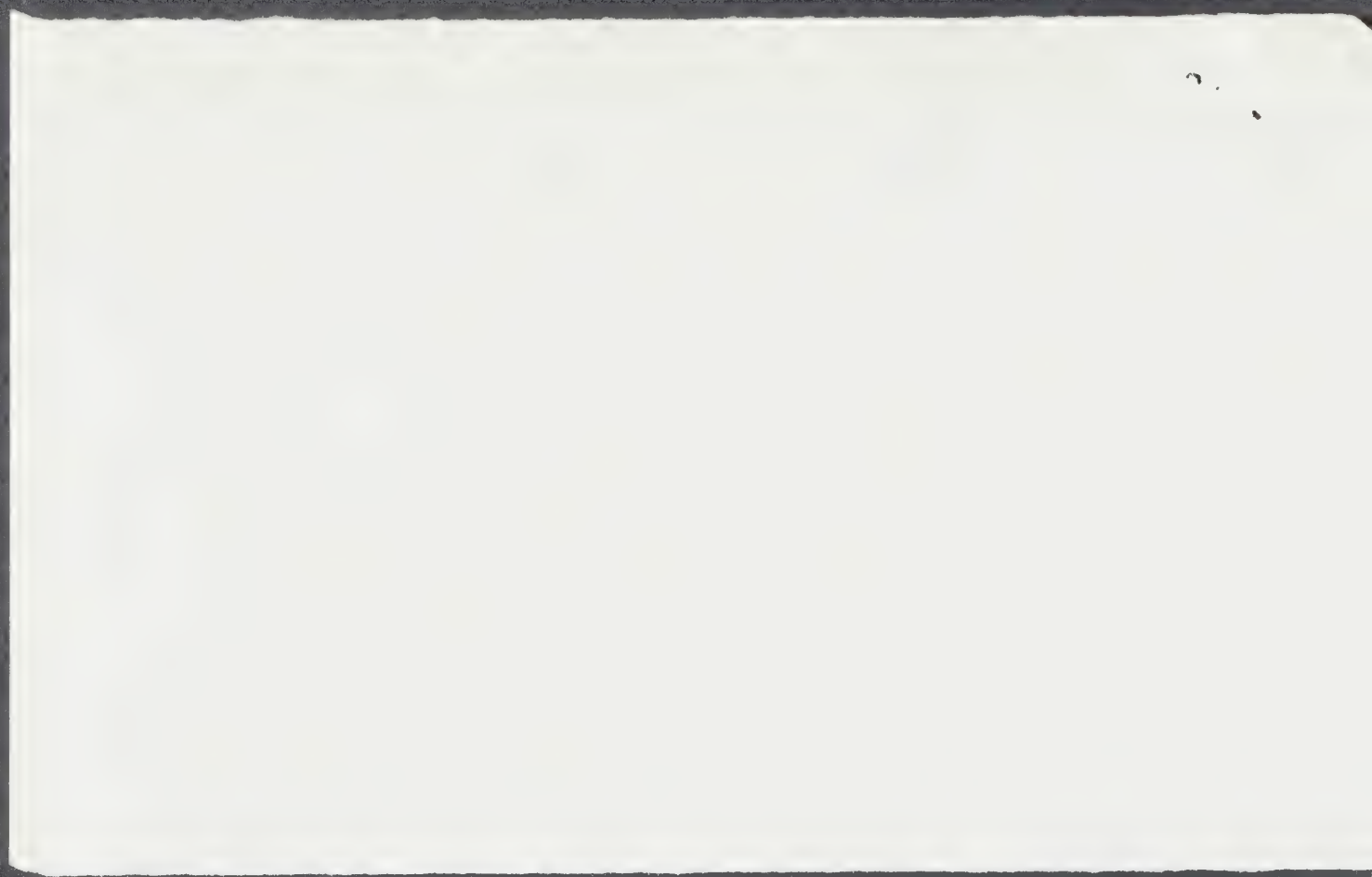
Mr. J. Keenan  
45 42 957 887

Dear Mr. Keenan  
I might you be able to supply 50-1000mg  
of [unclear] -  
[unclear]  
Did you receive my letter?  
I would like to send you a [unclear]  
Martin E. Hynes also. What is the  
address?

Best regards  
Alfred









**CILAG AG**  
Hochstrasse 201/209  
CH-8201 Schaffhausen

Telefon: 053 - 829111  
Telex: 896033 cil ch  
Telefax: 053 - 829444

**Direktion**

Dr Alfred Bader  
Astor Hotel, Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
USA

0  
5263991  
11

Schaffhausen December 1, 1995  
MB/vk

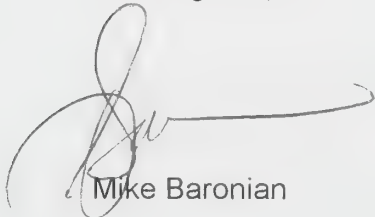
41 52 6309 567

Dear Alfred,

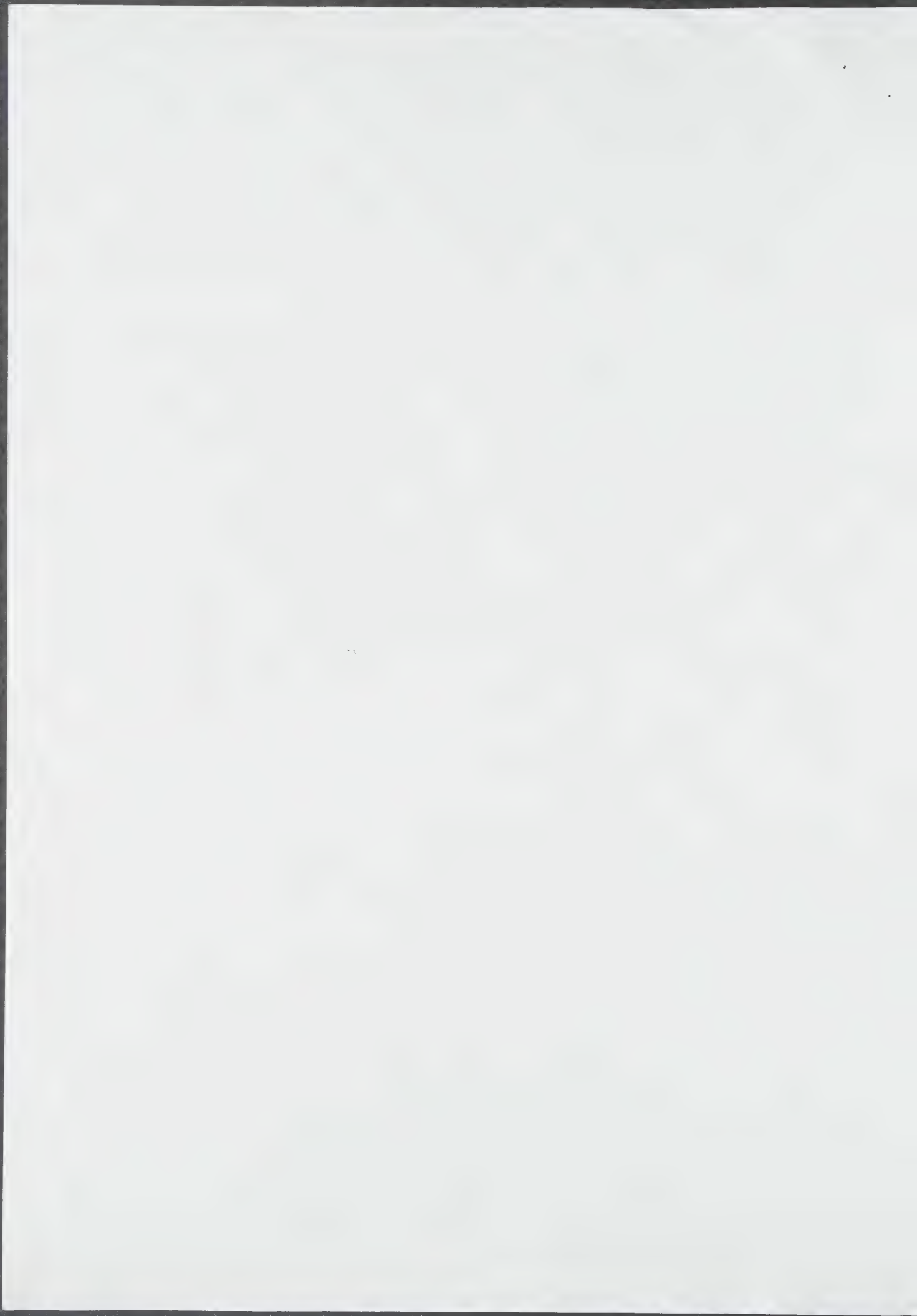
Attached is a list of raw materials with the respective prices that we purchase.

Do you see any opportunities for savings?

Best regards,



Mike Baronian







Dr. Alfred Bader  
924 East Juneau, Suite 622  
Milwaukee, Wisconsin 53202  
Phone: 414/277-0730  
Fax: 414/277-0709

*A Chemist Helping Chemists*

April 5, 1996

Mr. Bert van Deun  
Haglistrasse 15  
CH-6315 Oberägeri  
Switzerland

Dear Bert:

Our plans for our trip to the Continent are taking shape.

We plan to be in Vienna until June 14th and then, if we may, come to you on Saturday, June 15th.

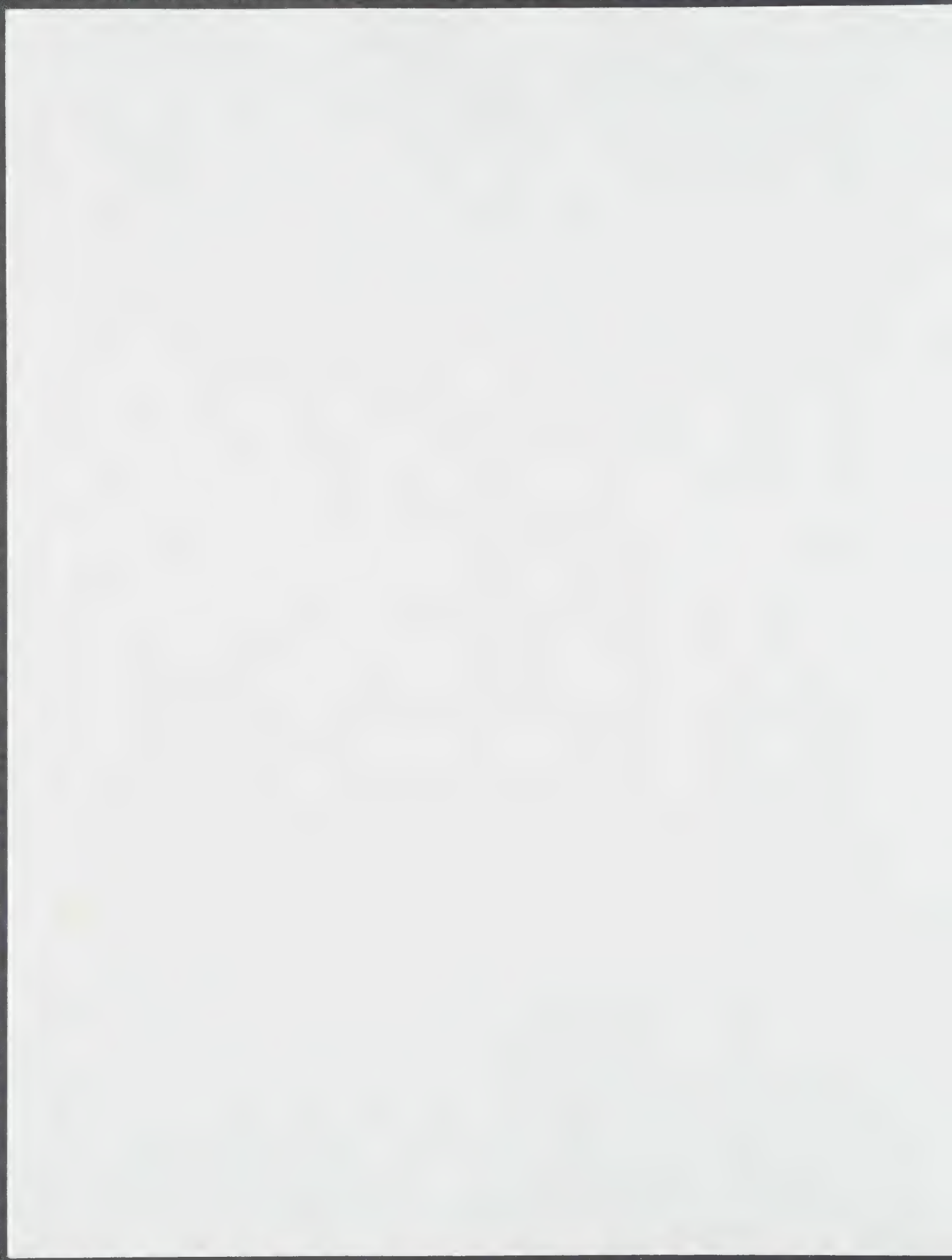
Could we view the Fischer auction together on Sunday, June 16th and if there is something really worth bidding on, be there on Tuesday, June 18th?

If Michael Baronian would like to see me at Cilag, I could be there on Monday, June 17th and on Thursday, June 20th, we would like to visit Professor Sumowski in Stuttgart and then Mrs. Walter Bernt in Munich on Friday, June 21st. On Saturday, June 22nd, we will fly back from Munich to London, and of course, hope also to be able to see you in London the week of July 1st.

Please do let me know whether our plans are satisfactory.

With fond regards house to house, as always,

AB/cw



DR. ALFRED BADER  
WHITE GABLES  
2A HOLMESDALE ROAD  
BEXHILL-ON-SEA  
EAST SUSSEX TN39 3QE  
TEL: 01424 222223

Phone & Fax.

22. VII. 96

Frau Veronika Keller  
Eilat

Sehr geehrte Frau Keller

Hoffentlich haben Sie mein Fax vom  
19. d. M. und Dr. Lehner mein gestriges Fax erhalten.

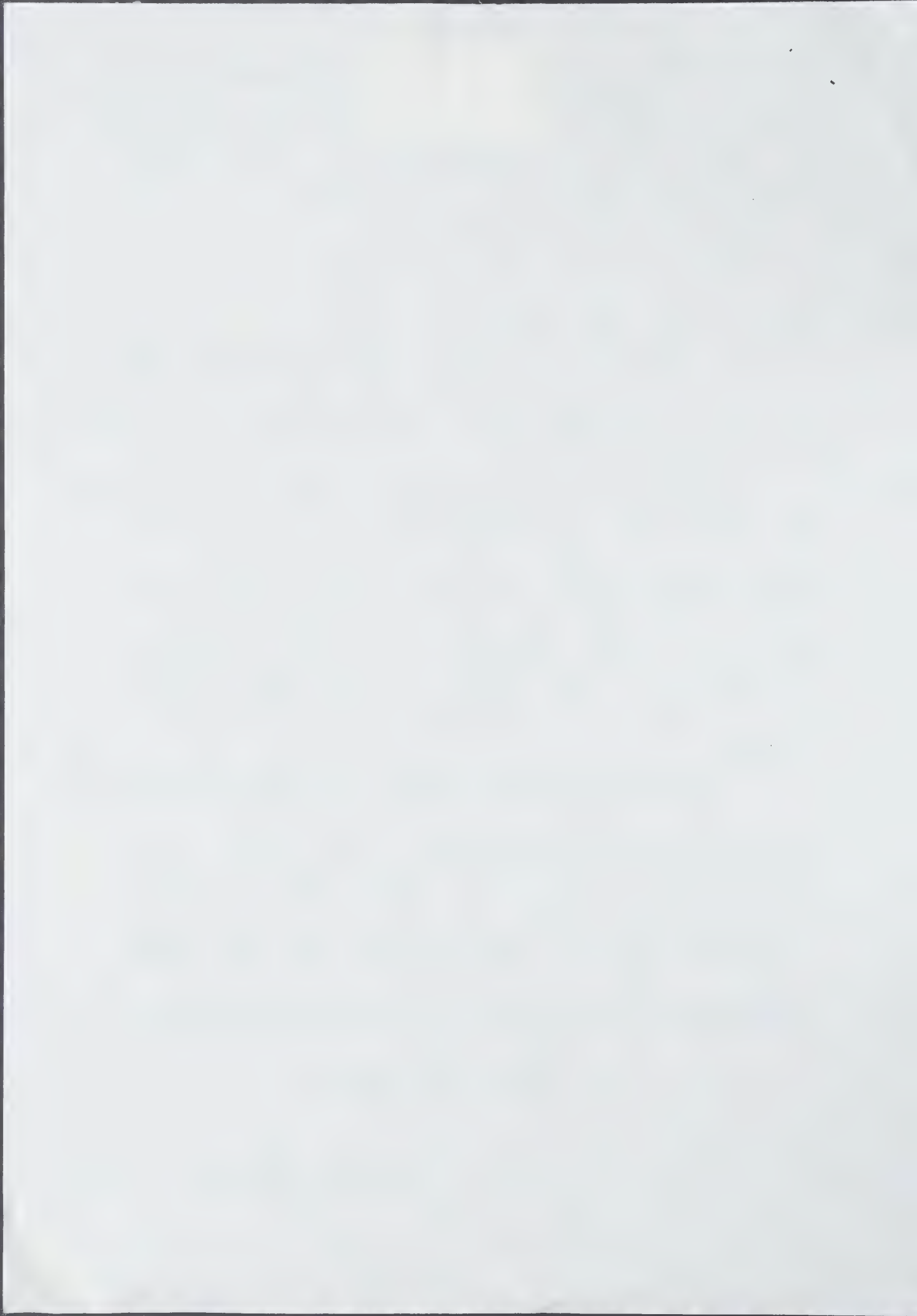
Vortrag im Museum: Inzwischen hat sich  
mein Kalender für November so gefüllt, dass ich  
glaube, dass Mitte Juni 97 besser wäre - und  
zwar an einem Tag, der auch Herrn Baronian  
und Jan Neun & Drs. Spammer & Lehner passen  
würde.

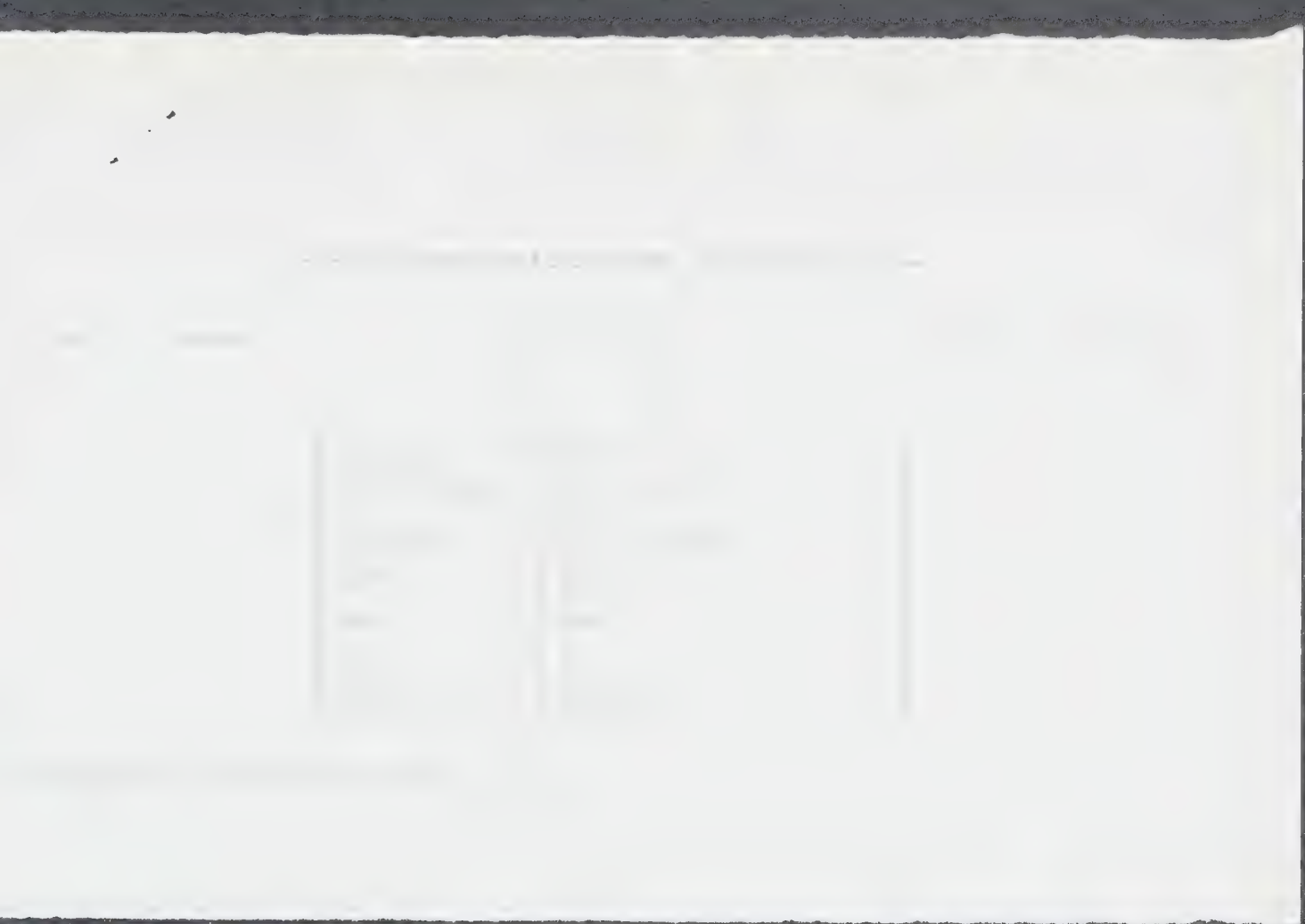
Verwand der 50 Bücher für Herrn Baronian.

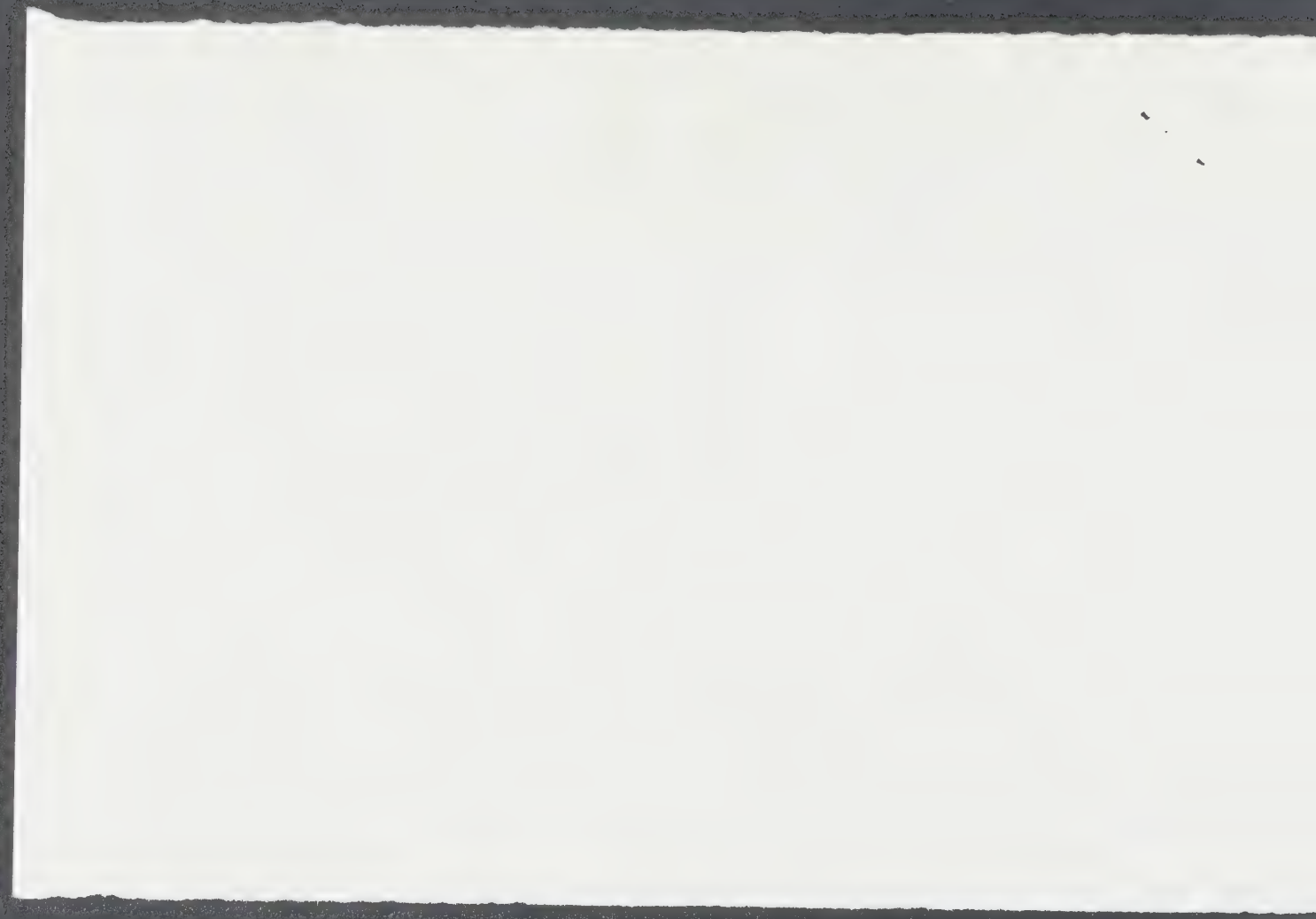
Muss ich diese Paketpost in 2 Paketen nach  
Schaffhausen senden: Falls aber an Ihre  
englische Firma, dann senden Sie mir bitte  
Adresse und Namen der Kontaktperson.

Beste Grüsse

Alf. Bader









FAX FROM

DR. ALFRED R. BADER

White Gables  
2A Holmesdale Road  
Bexhill-on-Sea  
East Sussex TN39 3QE  
Telephone/Fax: 0424-22-22-23

A Chemist Helping Chemists

Date: July 19 96

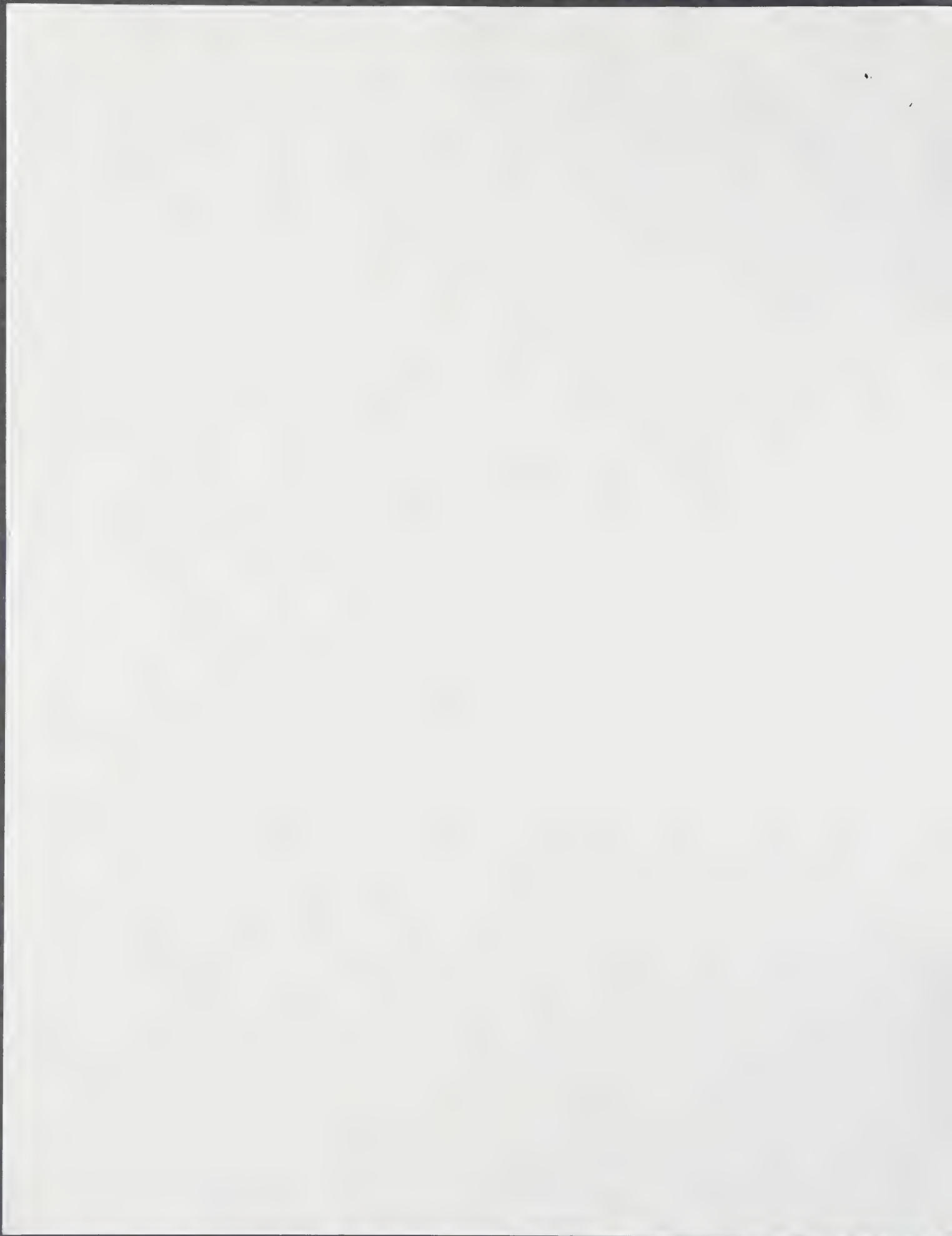
Page 1 of 1

To: Mrs. Veronika Keller.  
Fax: 1 0041 52 630 95 67

Dear Mrs. Keller

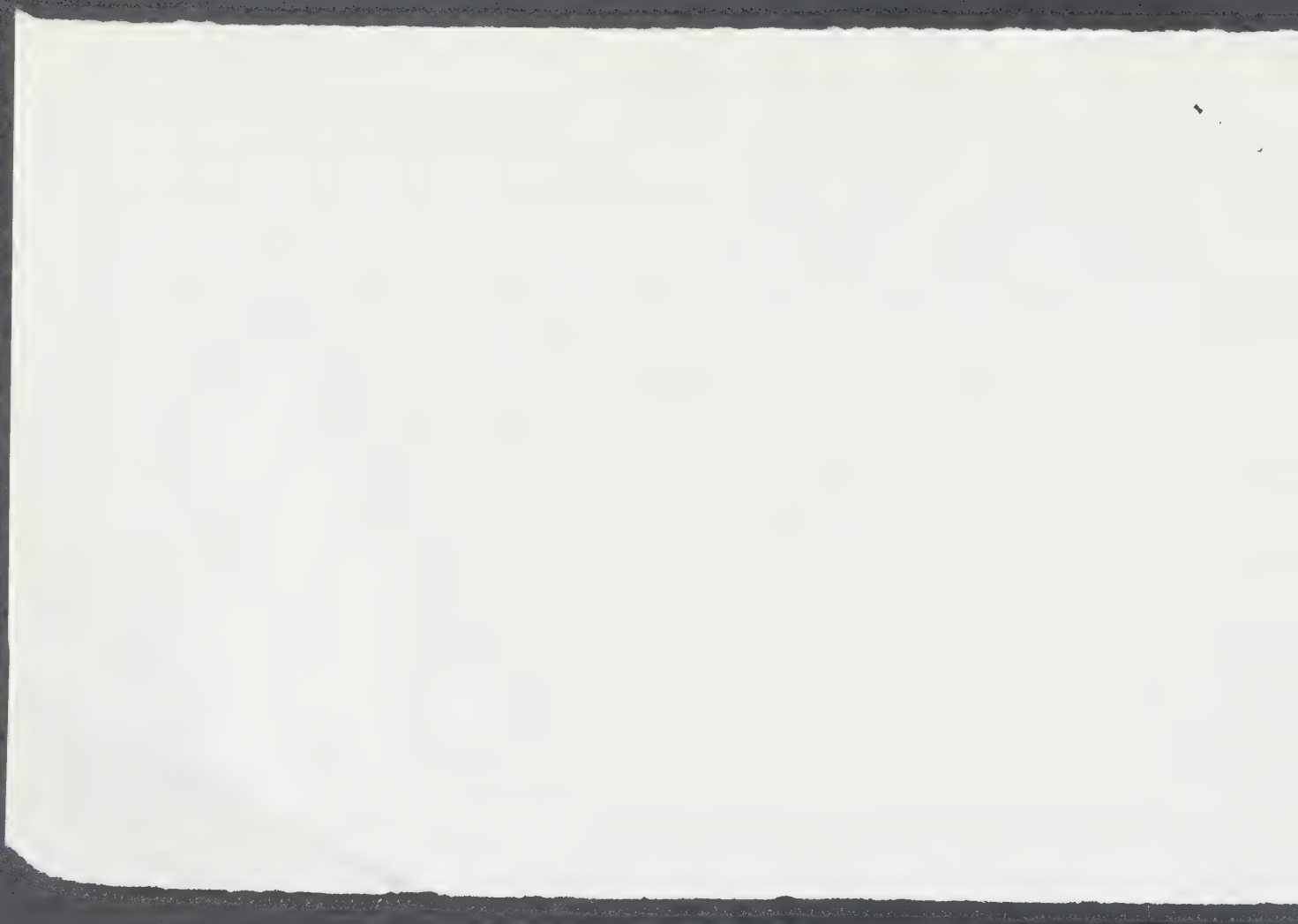
I have been waiting & so sorry to  
your kind fax of last Friday evening &  
will talk to Bert van Nieuw about my  
visit to Schaffhausen. I will be  
in contact with you about the  
and I will advise you well.

The Prussian address is  
biography & there are new signs  
packed, weighing ca. 40 kilos. Least original  
parcel post to Switzerland costs £50. I will  
then to your English company costs much less.  
Should I send them post to Schaffhausen  
as Mrs. Prussian suggested, but perhaps not realizing  
with the Swiss post office.







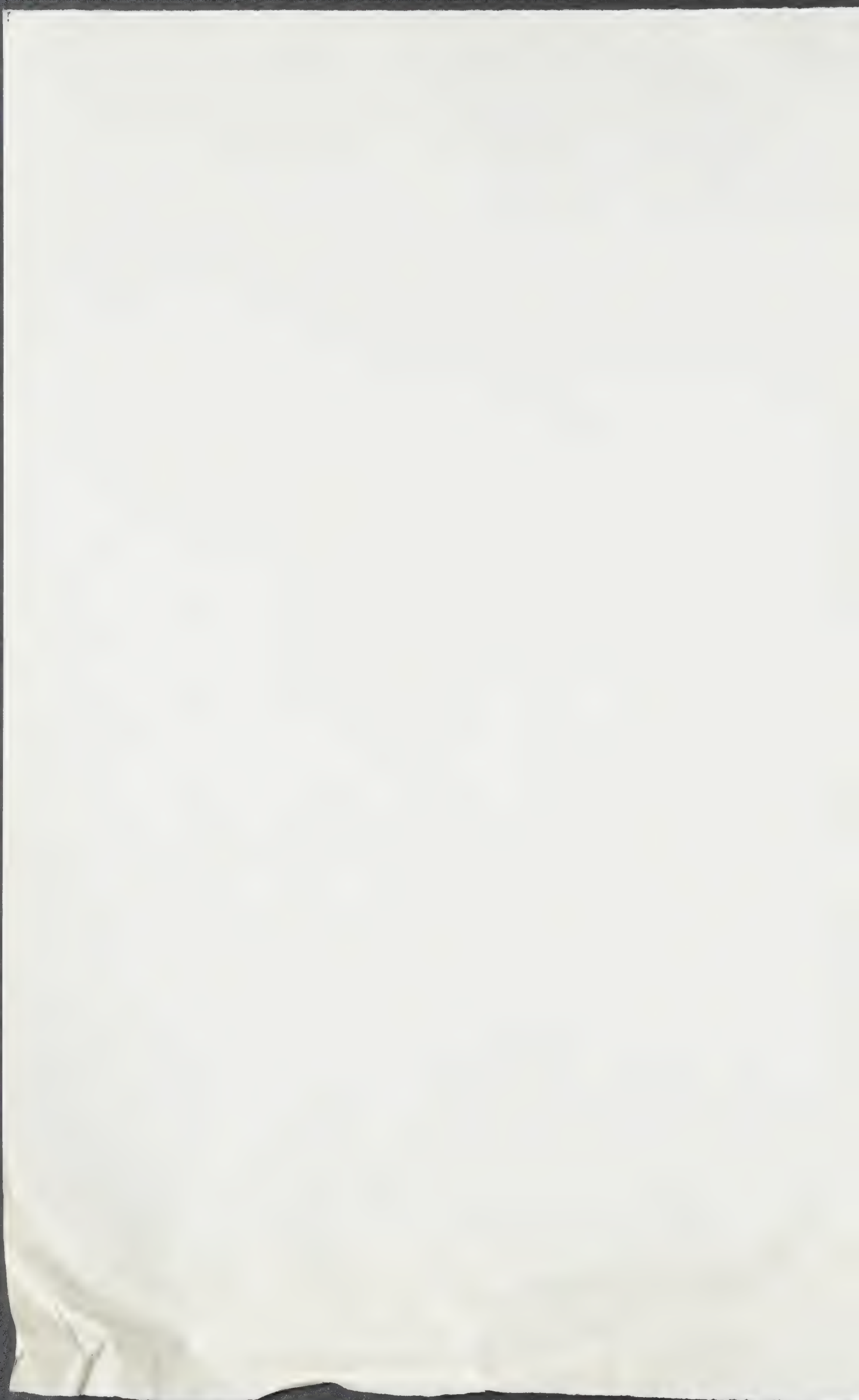


CILAG AG  
Hochstrasse 201/209  
CH-8201 Schaffhausen

TEL 0041 52 630 241  
FAX 0041 52 630 797

TO: [Faint recipient name]  
FROM: [Faint sender name]  
SUBJECT: [Faint subject line]

[Extremely faint and illegible body text, possibly containing a list or detailed message content]



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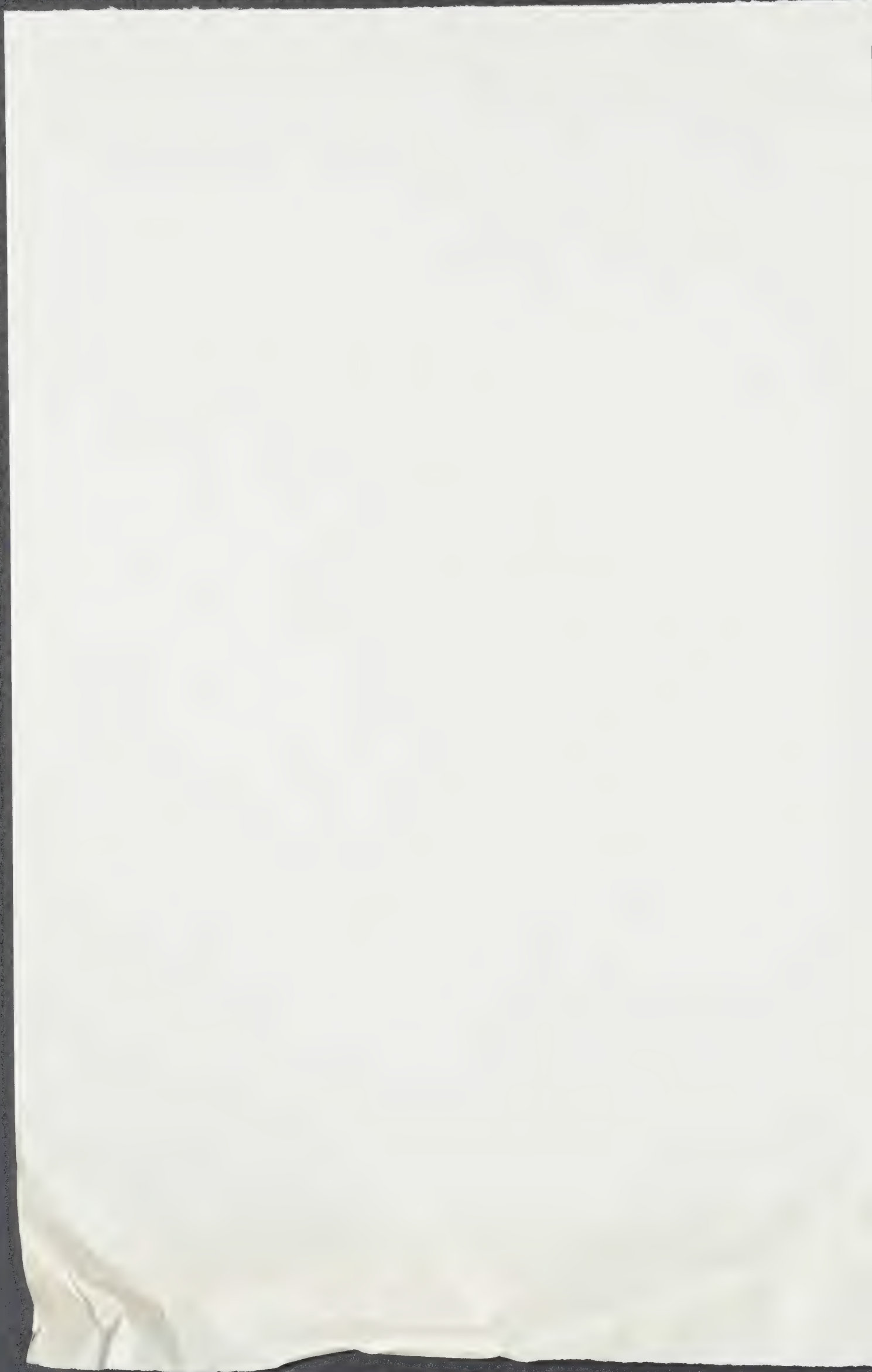
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**CILAG AG**  
Hochstrasse 201  
CH-8201 Schaffhausen  
Switzerland

**TELECOPY**

Telefax No +41-52 630 95 67

**TO:** Dr Alfrad Baser 0044-1424-23 23 23  
53 Wilton Avenue  
Roxhill-on-Sea  
Essex, Essex, England

**FROM:** Veronika Keller  
Schaffhausen, Switzerland

**DATE:** July 15, 1996

No of pages including this coverpage

**Subject:** Presentation at MA Museum "Zur Altenzeitigen" Schaffhausen

Dear Dr Baser,

The idea of inviting you to Schaffhausen for a presentation, was discussed with Dr. Zenger, Seiler, the Director of the local museum. 20 kilometers away from Schaffhausen, Mr. Seiler is very open for this idea and we will try to make it happen.

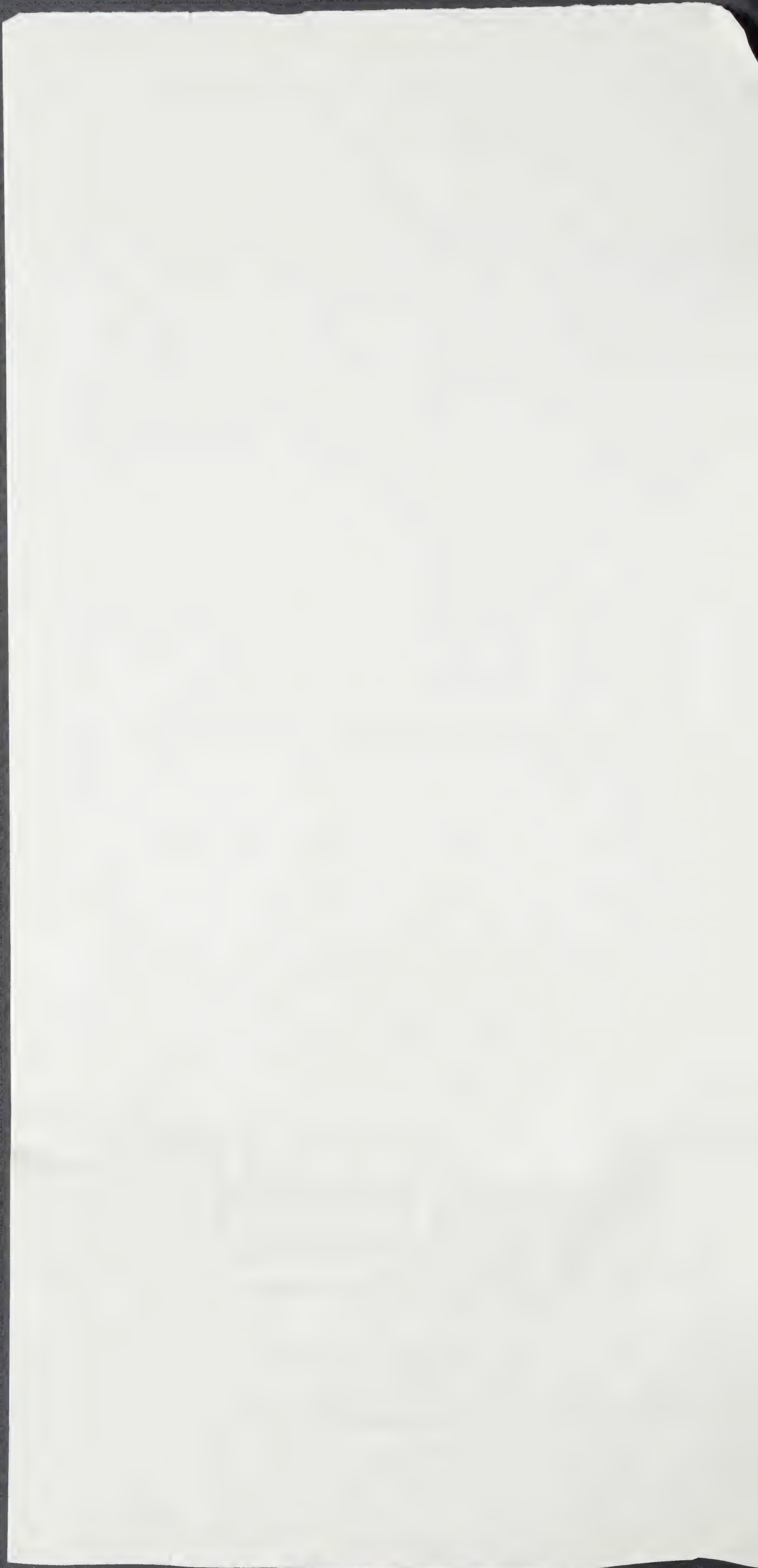
In order to start this "project" we need to make a date, first of all. We would like to invite you to let us know the date in November of your visit to Switzerland.

We are looking forward to hearing from you soon.

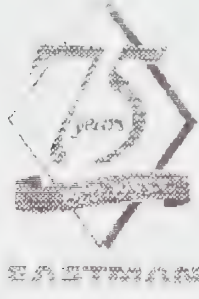
With best regards,

Veronika Keller

If there are any problems with this transmission, please call Vroni Keller, +41-52-630 92 03







**EASTMAN**



**TO:** Alfred Bader  
**COMPANY:**  
**FAX:** 414-962-8322

**DATE:** September 24, 1996  
**PAGES:** 1  
(excluding cover page)

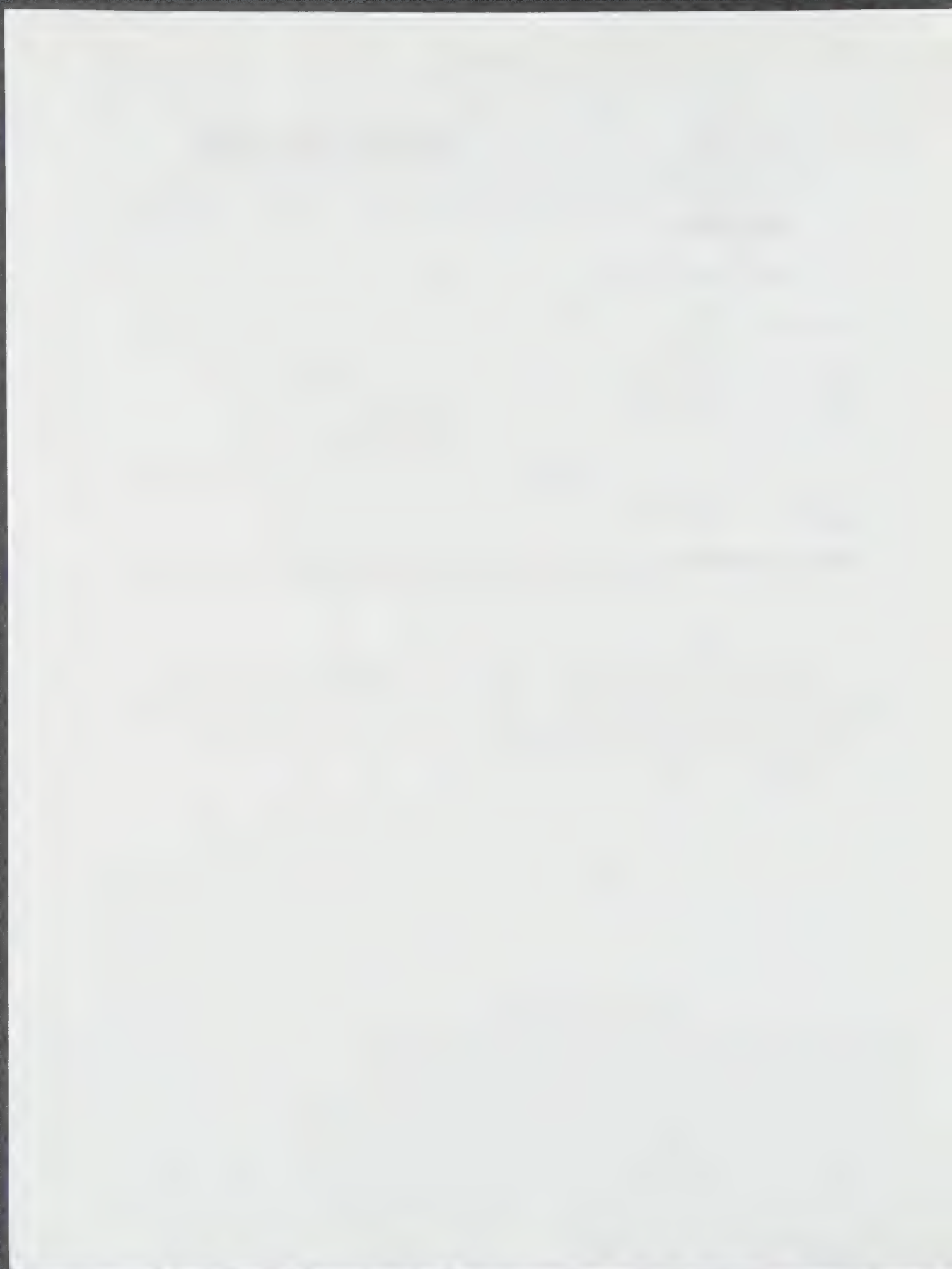
**FROM:** Martha Ramsey  
**PHONE:** 423-229-1276

**FAX:** 423-229-8133

**MESSAGE:** Regarding your inquiry for 2,3 Dihydrofuran

Upon checking with one of our associates, I find that Mr Ralph Miescher of the Zug office has been talking with a Mr. Matter at Cilag for this product and he has developed a price for them for approximately 250 kgs. to be delivered around 12-96 or 1-97. Please contact Mr Miescher in the Zug office at 41-41-7266-337. Please call me back if this is not what you need

For Martha Ramsey, Kathleen Ford, LSE



**CILAG AG**  
Hochstrasse 201/209  
CH - 8201 Schaffhausen

Telefon 0041 52 630 9212  
Telefax 0041 52 630 9211

Von: Dr. Bader  
An: Dr. Bader, Kawaken  
Betreff: 4-Fluorbenzaldehyd  
Datum: 19.07.96

If you do not receive all pages properly, please call 0041 52 630 9212

Sehr geehrter Herr Bader,

entschuldigen Sie meine verspätete Antwort, aber im Moment ist es sehr hektisch.

Vielen Dank für Ihre Hilfe bei der Suche von 4-Fluorbenzaldehyd. Wir haben von dem von Ihnen empfohlenen Hersteller bereits 2 kg gekauft.

Ich möchte Ihnen nun eine Liste von Zwischenprodukten für Projekte geben, wo wir eine kostengünstigere Quelle suchen.

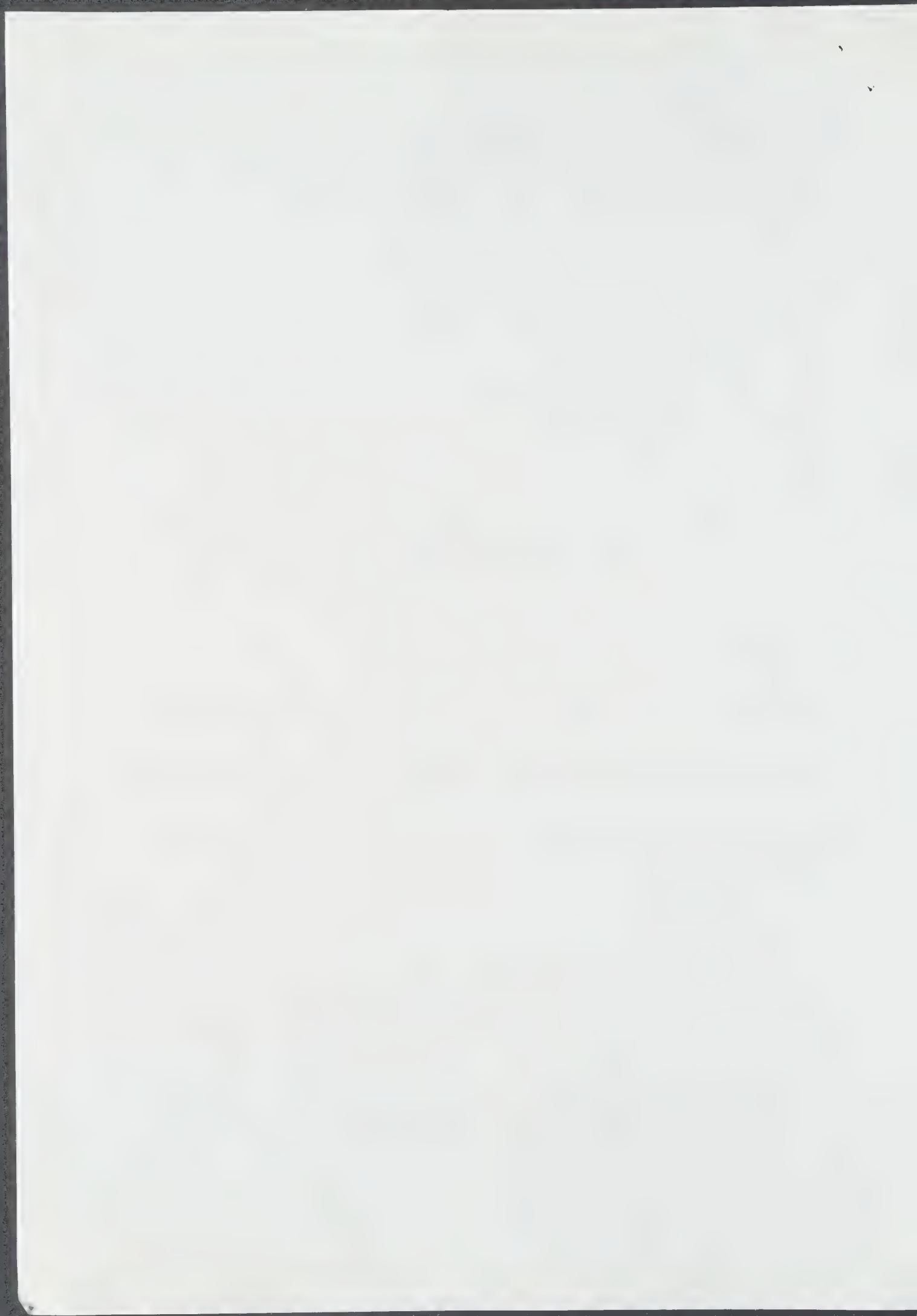
**1. Für Projekt Etodolac**

1. 4-Fluorbenzaldehyd  
Bis jetzt kaufen wir bei Kawaken (Japan). Preis ca. SF 81.-- / kg. Eastman kann das Produkt für ca. US\$ 11.-- / kg anbieten (ca. Oktober 96).

Herr Dr. Bader, könnten Sie für uns die Situation bitte noch einmal klären?

**2. 3-Oxovaleriansäure methylester**

Jetziger Lieferant Wacker, SF 72.-- / kg. Lonza ist die kostengünstigere Quelle. Bedarf ca. 5-10 t / Jahr.



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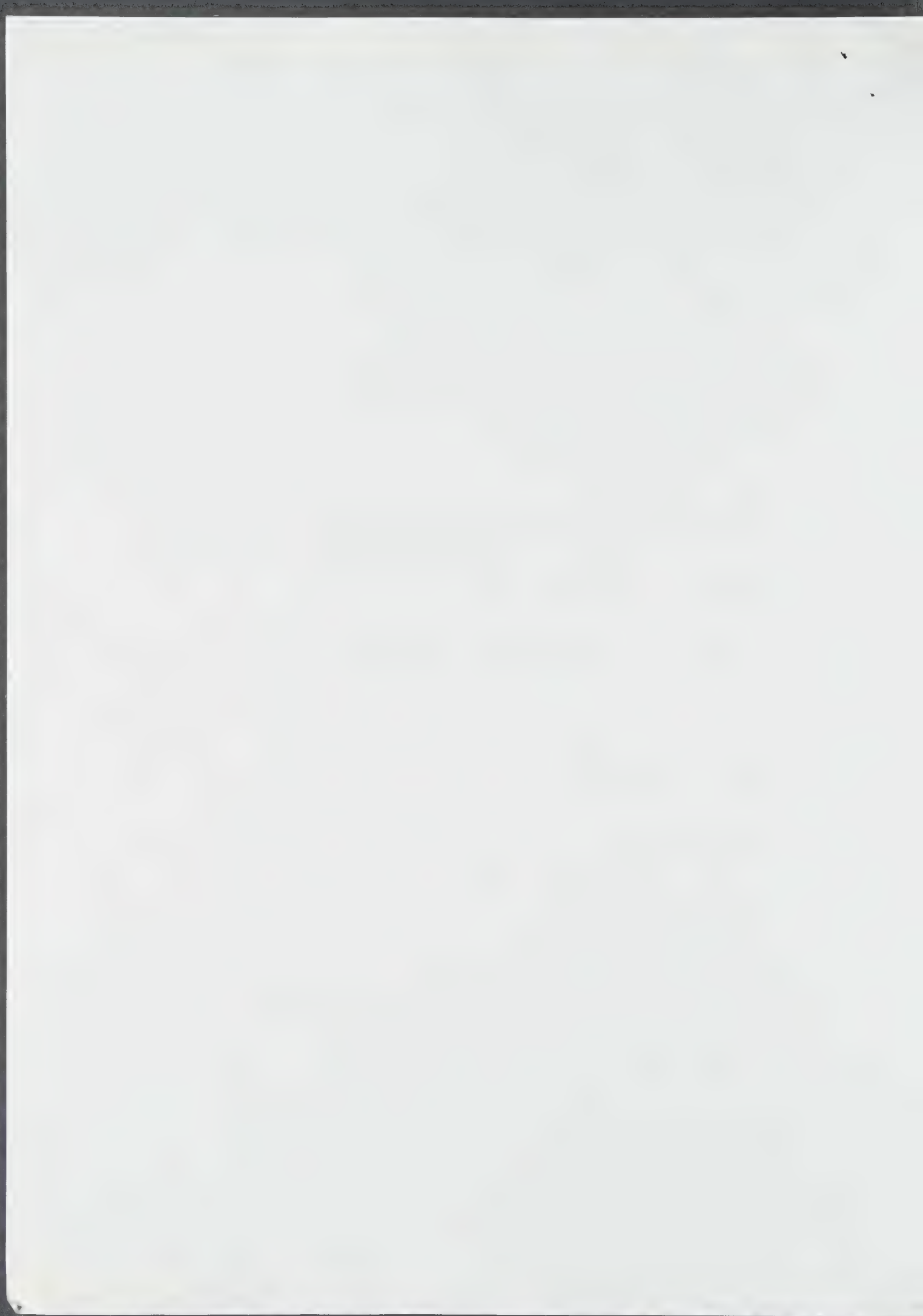
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# HERDILLIA CHEMICALS LIMITED

## FAXTRANSMISSION

DATE 30.1.96 REF NO SL E SC  
TO Cilag AG, Switzerland FAX NO 0041-53-829-443  
ATTN Mr. J. Wagner  
FROM Dr. G. R. Itraj PAGES 1 (inclusive of cover)

Sub: Export of 2,6-Diisopropyl Phenol (2,6-DIPP)

With reference to the information received from Dr. Alfred Baier of Cilag AG and Dr. Mukund Chorghade, we are pleased to offer our prices for the supply of 2,6-DIPP as follows:

Product	:	2,6-DIPP as per your specification	
Prices	:	<u>Lot Size (kgs)</u>	<u>US\$ per kg</u>
		200	45
		500	40
		1000	35

The above prices are FOB, Bombay nett to Herdillia.

Payment : By confirmed irrevocable L/C payable at sight.

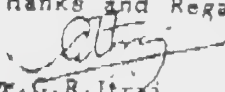
Packing : Unless otherwise specified, we will supply product in 50 kgs G.I. drums.

Shipment : We will be in a position to despatch the material from our works within 2-3 months from the date of receipt of your confirmed L/C.

Validity : This offer is valid upto 28th February 1996 and thereafter subject to review by us.

We look forward to receiving your valued orders.

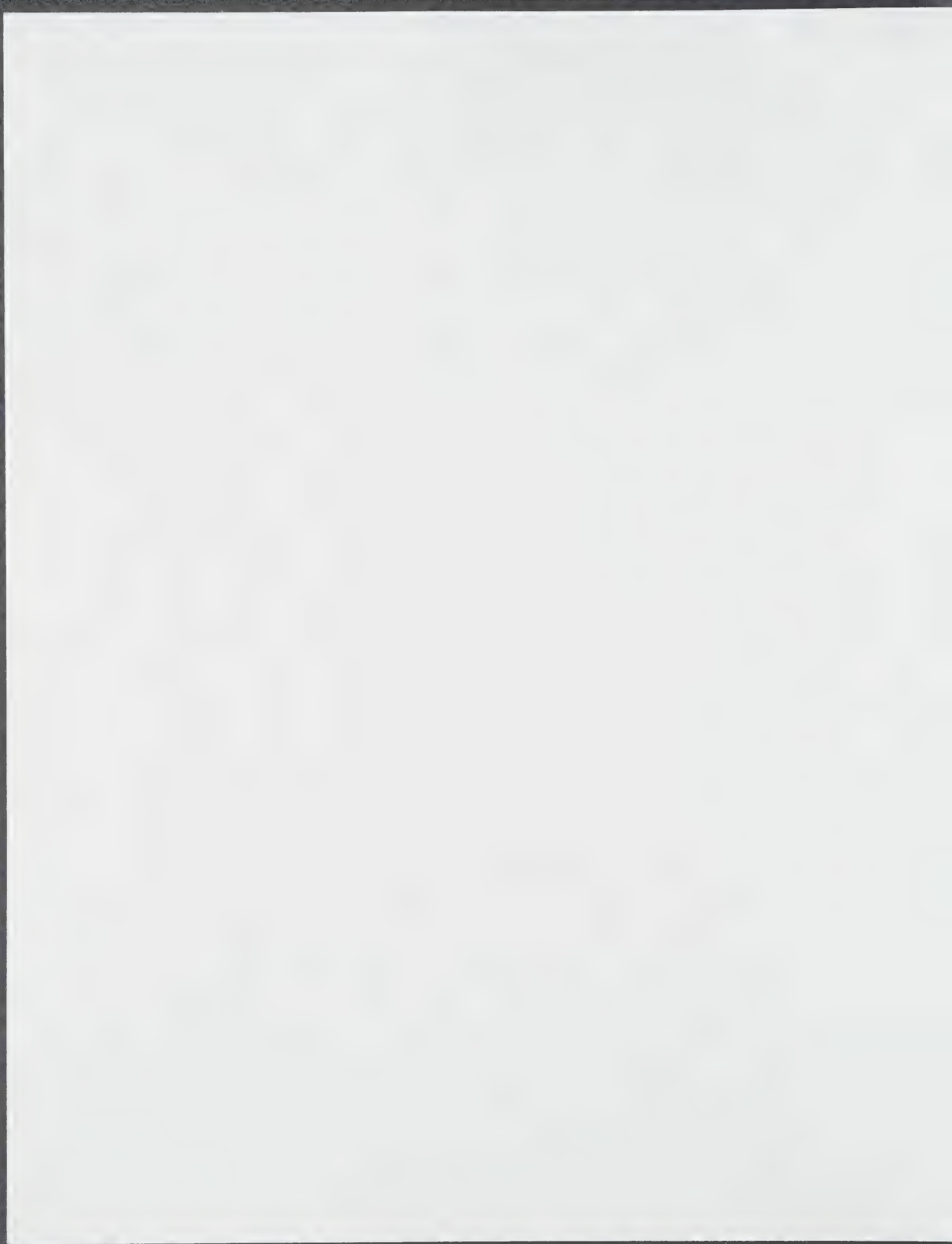
Thanks and Regards,

  
Dr. G. R. Itraj  
Manager Sales  
mc

Head Office  
Air India Building  
Nariman Point,  
Bombay - 400 021  
INDIA

Post Bag 9962  
Bombay - 400 021  
Phone 222 4224  
Fax 204 2379  
Telex 011-80753  
Grams Herdillia Bombay

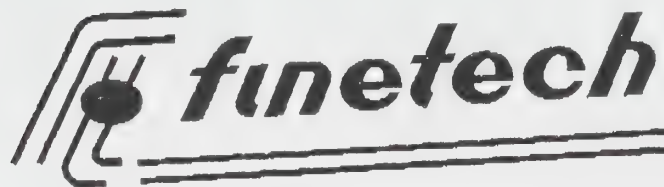
  
DUNCAN & BENKA





**FINETECH LTD.**

Quality Fine Chemicals  
Technion City, P.O.Box 3557  
Haifa 31032, Israel  
Tel. 972-4-8293880  
Fax. 972-4-8343341



Dr. Alfred Bader  
2961 North Shepard Avenue  
Milwaukee  
Wisconsin 53211  
Fax: 00-1-414-277-0709

February 28, 1996

Dear Alfred,

Thank you for your congratulations and please give my best regards also to Marvin.

I talked to a friend who works in ABIC regarding 2,3-dihydrofuran. Indeed, ABIC (in Ramat Gan) used to make it many years ago, before the time my contemporary friend started to work there. Since then, (some 15 years ago), they were bought by Teva Pharmaceutical Co., who sold off the premises in Ramat Gan for their real estate value and moved what remained of ABIC to Natanya. They did not make the material since the take over by Teva. I asked to find out of other possible manufacturers and he will try to do this, but it certainly will not be in Israel.

We are planing to visit England sometime in August. When will you be there? I hope we can meet.

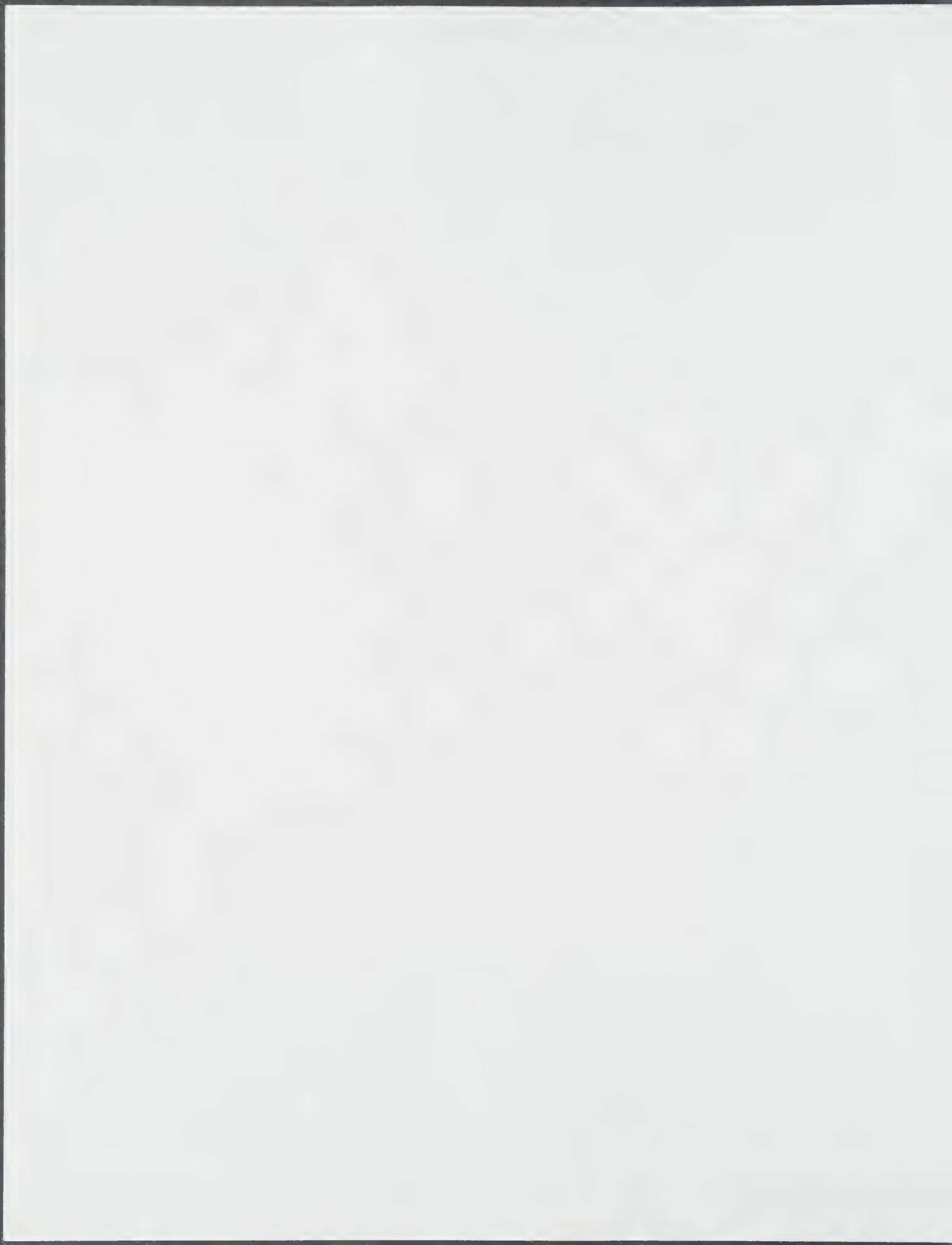
With best wishes and regards to Isabel.

Yours sincerely,

A handwritten signature in black ink, appearing to read "A. Gutman", written over a horizontal line.

Arie L. Gutman

**Direct Fax No: +972-4-8343341**



**BERDILLIA'S CHEMICALS LIMITED**

LABORATORY DATA

1. Name of the substance:   
 2. Molecular weight:   
 3. Physical state:   
 4. Chemical formula:   
 5. Source of the substance:

6. Description of the substance:   
 7. Date of analysis:   
 8. Name of the analyst:

Product

Component	Weight (g)	Volume (ml)	Concentration (%)
Water	100	100	100
Salt	5	5	5
Acid	10	10	10

9. Observations:   
 10. Results of the analysis:   
 11. Conclusion:

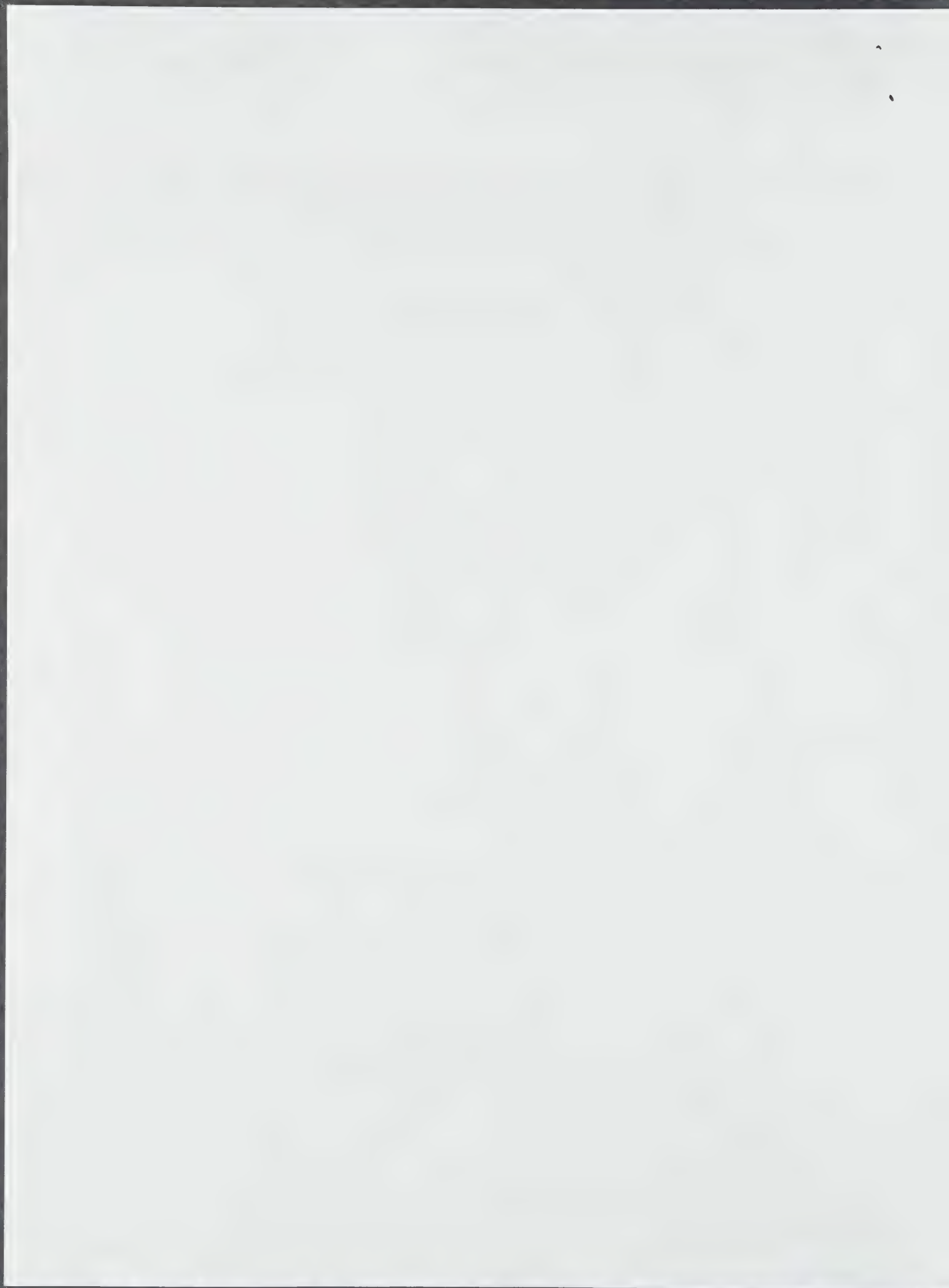
12. Remarks:   
 13. Signature of the analyst:   
 14. Date of the report:

15. Name of the laboratory:   
 16. Address of the laboratory:

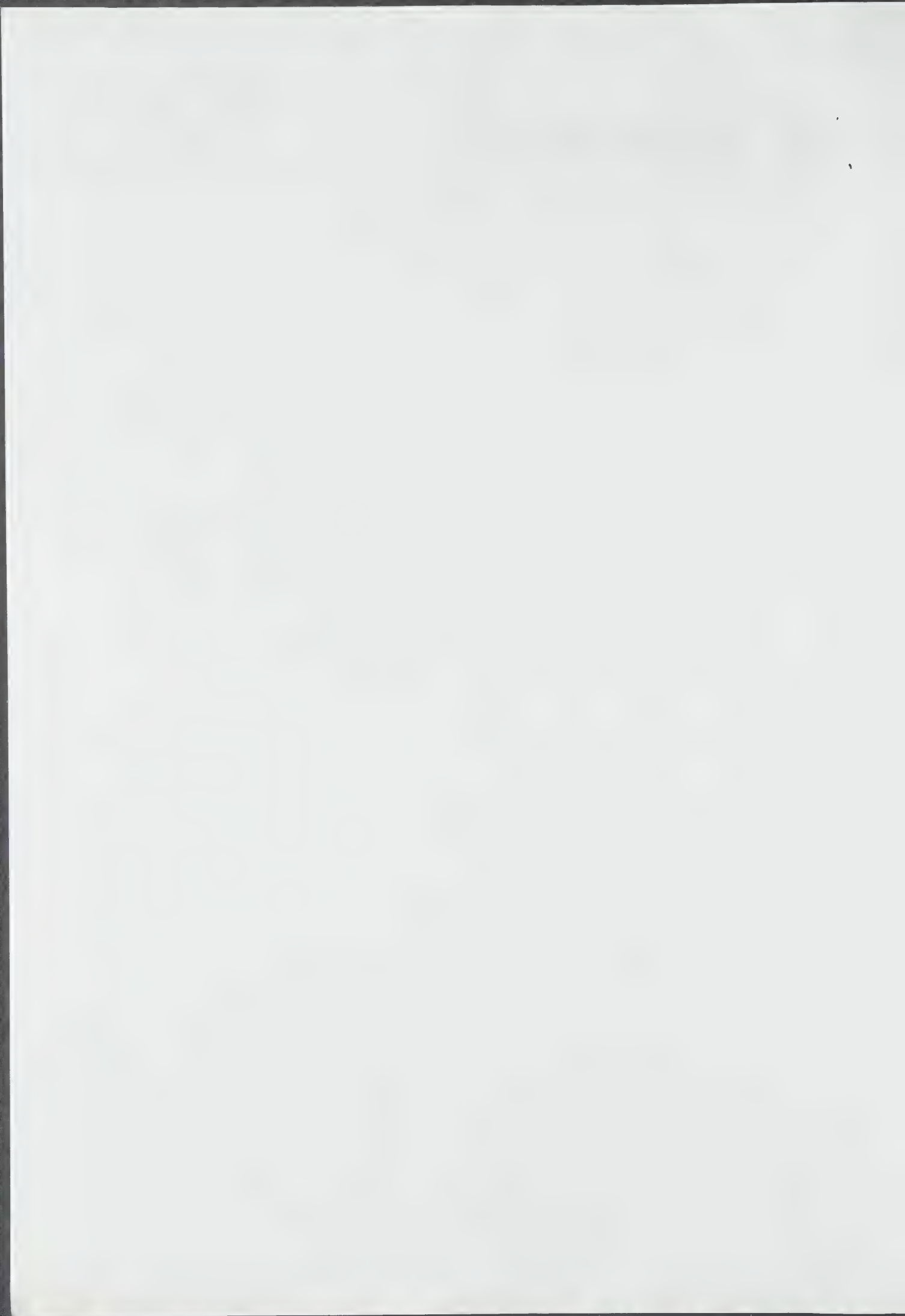
17. Name of the client:   
 18. Address of the client:   
 19. Name of the contact person:   
 20. Telephone number:

21. Name of the analyst:   
 22. Signature:   
 23. Date:   
 24. Name of the laboratory:   
 25. Address:   
 26. Telephone number:

27. Signature:   
 28. Date:







# FAX

Date: 10/10/2007

To: [Redacted]

TO: [Redacted]  
[Redacted]  
45123 [Redacted]  
[Redacted]  
[Redacted]

FROM: U. B. Chaudhary  
[Redacted]  
[Redacted]

Phone: [Redacted]  
Fax Phone: 847-300-9107

Phone: [Redacted]  
Fax Phone: [Redacted]

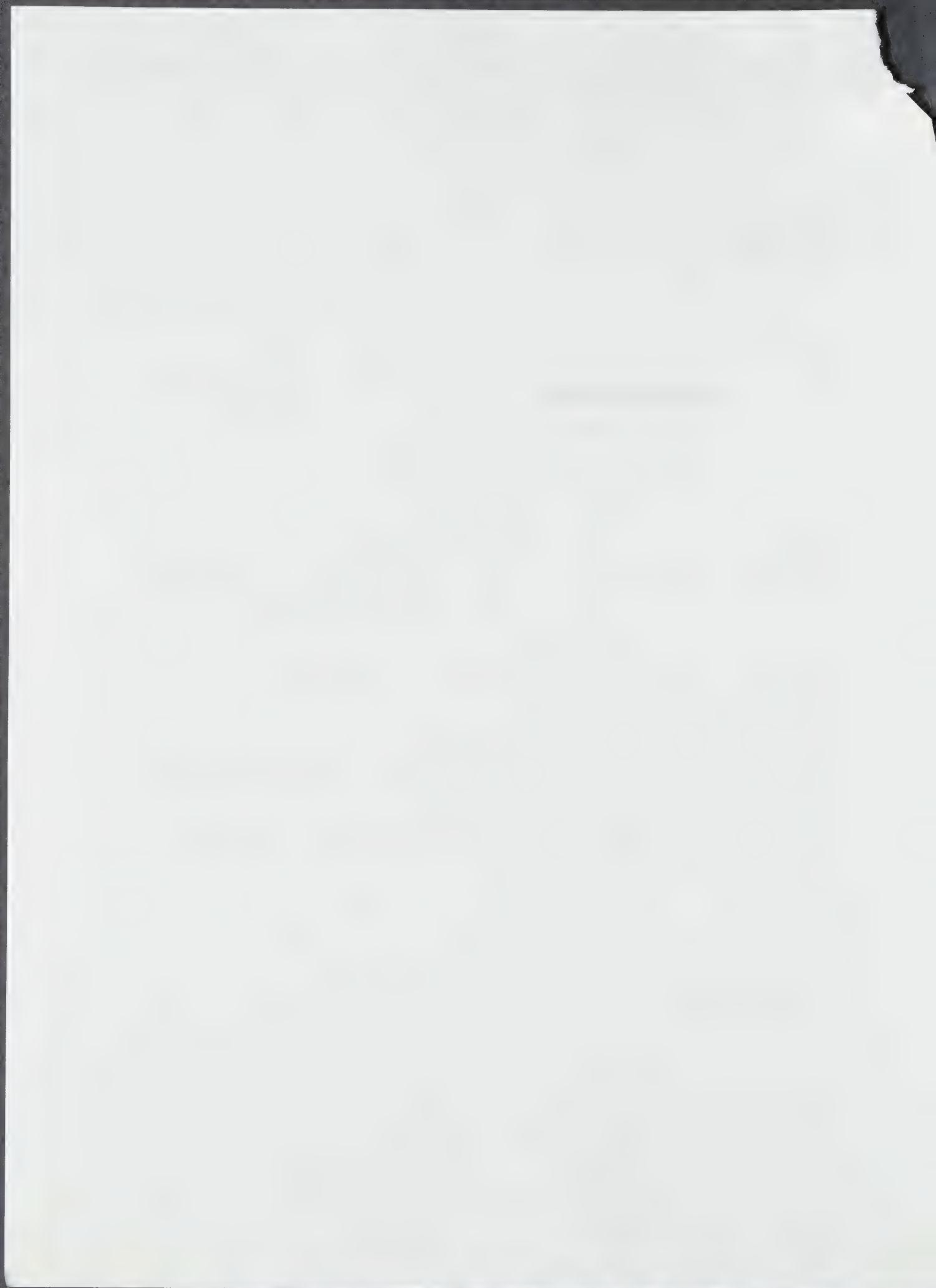
REMARKS: [Redacted] For your review [Redacted] Please Comment

[Redacted]  
[Redacted]  
We have not yet heard from you. [Redacted]  
Meanwhile, we sent you a copy of the formal quote [Redacted] was forwarded to  
[Redacted] AG by our Sales Department.  
We are very much interested to pursue the business of [Redacted].  
We request you to kindly follow up matters related to [Redacted] with [Redacted] and [Redacted] with  
[Redacted].

Warm regards

Yours sincerely

[Redacted]  
Dr. Basant Chaudhary







FAX FROM

*DR. ALFRED BADER*  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone: 414/277-0730  
Fax: 414/277-0709

February 20, 1996

To: Professor Arie L. Gutman  
Department of Chemistry  
Israel Institute of Technology  
Fax: 972-4-343341

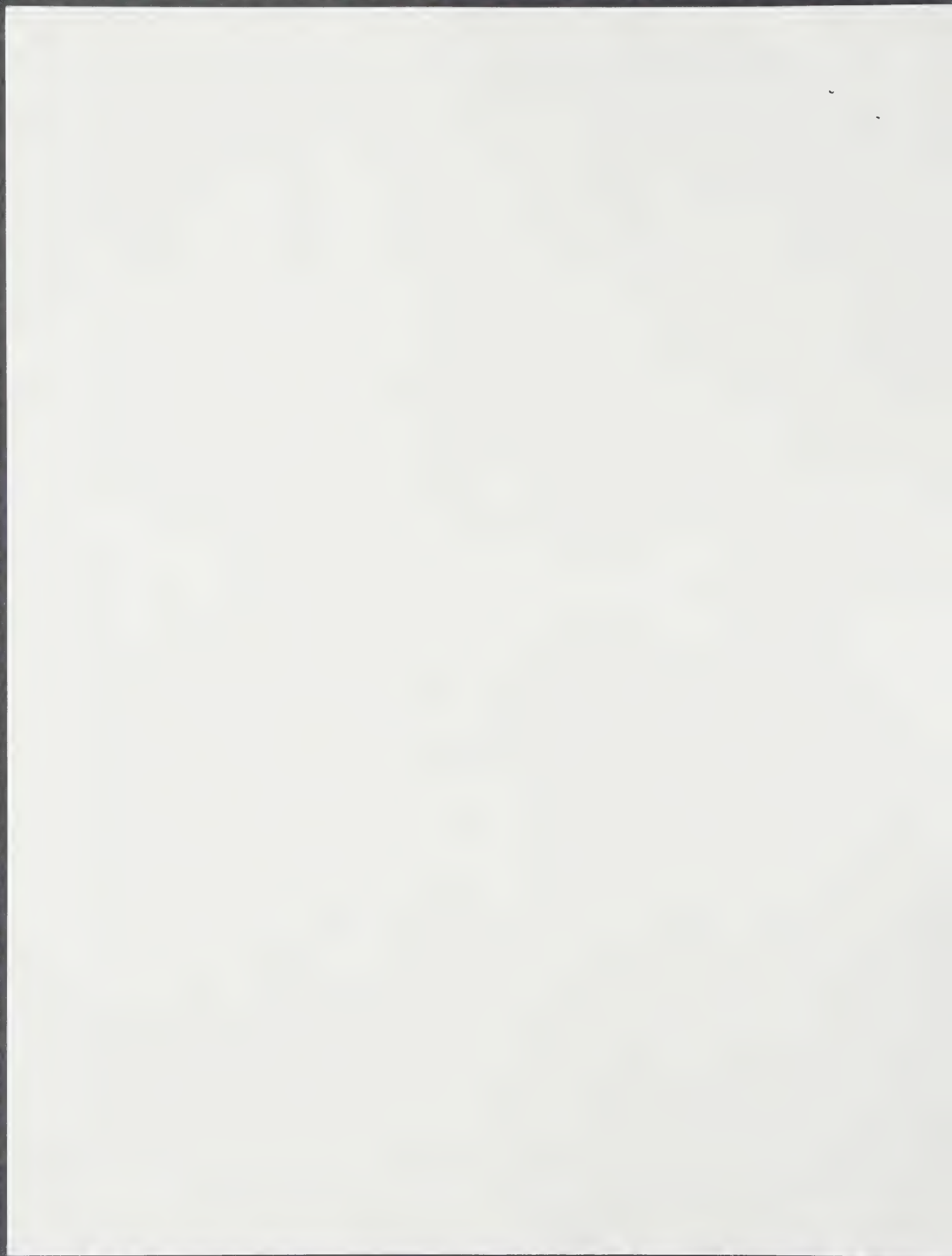
Dear Arie:

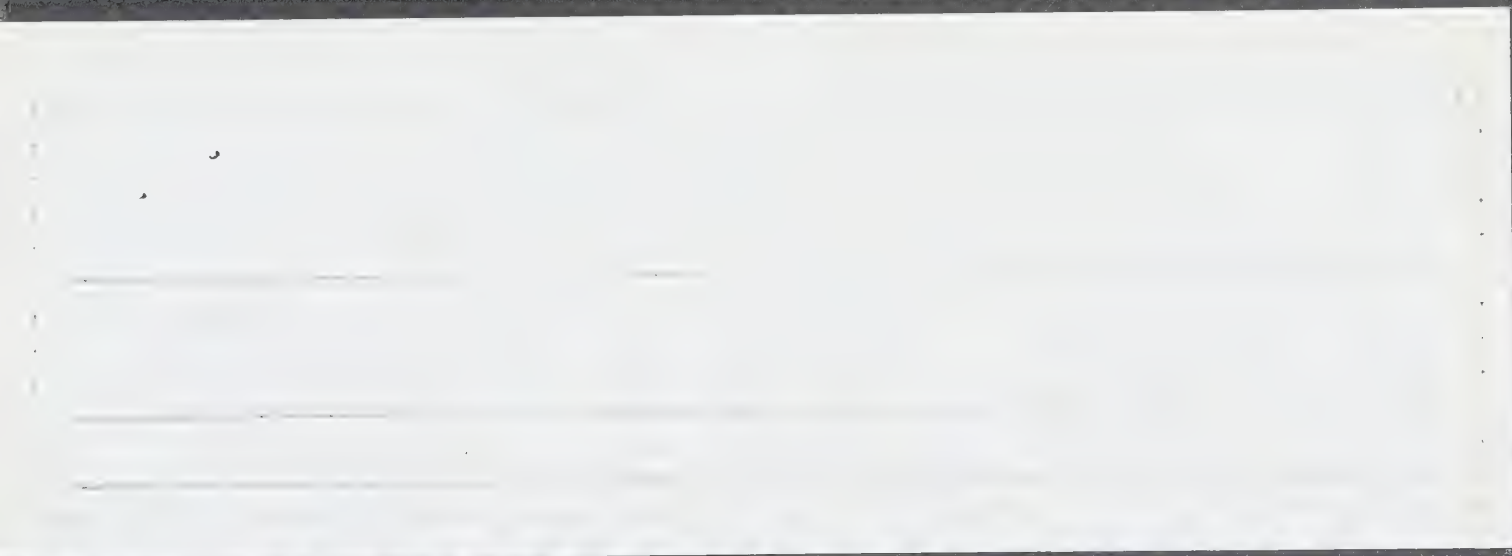
Could you please refresh my memory? I distinctly remember that there is an Israeli company, I believe in Natanya, that makes 2,3-dihydrofuran on quite a large scale. Could you please send me the name, address and fax number of that company?

With many thanks for your help and best regards, I remain,

Yours sincerely,

AB/cw









FAX FROM

Dr. Alfred Bader  
924 East Juneau, Suite 622  
Milwaukee, Wisconsin 53202  
Phone: 414/277-0730  
Fax: 414/277-0709

*A Chemist Helping Chemists*

January 18, 1996

TO: Dr. George A. Danson  
Managing Director, Coalite Chemicals  
FAX: 44-1246-240-309

Dear George:

I still remember with great pleasure my visit with you in Bolsover.

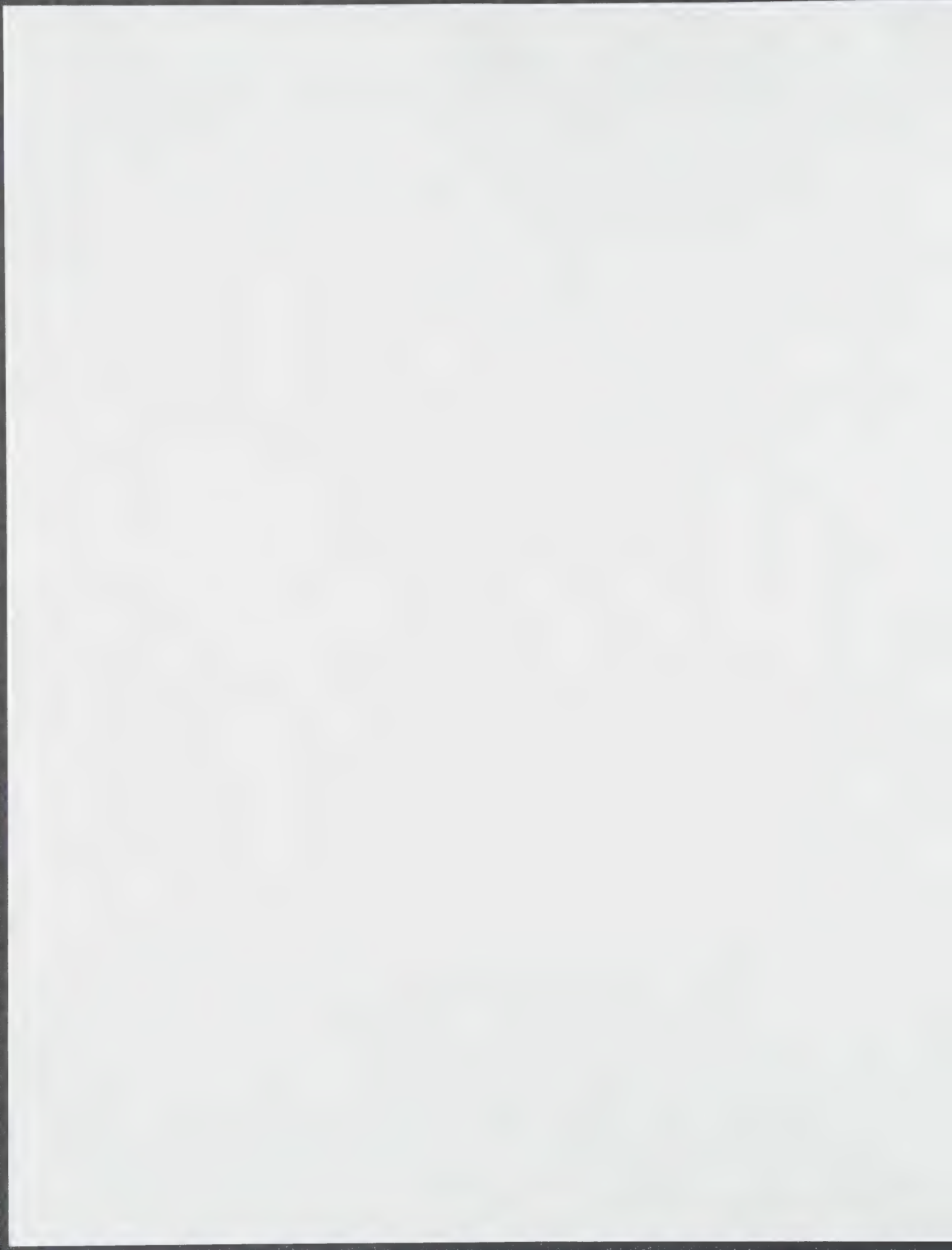
Within the next two weeks, I will be discussing Aldrich's requirements for the products on which you quoted, and I also much look forward to your quotations for products in the pipeline.

A substantial company in Europe is looking for 10 to 20 ton lots of 2-Amino-4-Chlorophenol and 5 to 10 ton lots of 5-Aminosalicylic acid. Do these fit into your program? If so, I will put you in touch with this company, and of course, I do not expect a commission either from you or from them. It would just give me great pleasure if I could be able to help.

With all good wishes for 1996 to you and your associates, I remain,

Yours sincerely,

AB/cw





FAX FROM

Dr. Alfred Bader  
924 East Juneau, Suite 622  
Milwaukee, Wisconsin 53202  
Phone: 414/277-0730  
Fax: 414/277-0709

*A Chemist Helping Chemists*

January 18, 1996

To: Professor Arie L. Gutman  
Department of Chemistry  
Israel Institute of Technology  
Fax: 972-4-343341

*Er ist Professor am Technion  
und leitet auch eine Firma,  
FINE TECH, in Haifa, die  
Adamantane macht.*

Dear Arie:

Knowing of your great ability to make substantial quantities of 2-Adamantanone, I am wondering whether you might be interested in making other Adamantanes.

A substantial company in Europe requires several tons of Adamantane-1-carboxylic acid and about 200 kilos of 1,3-Dimethyladamantane.

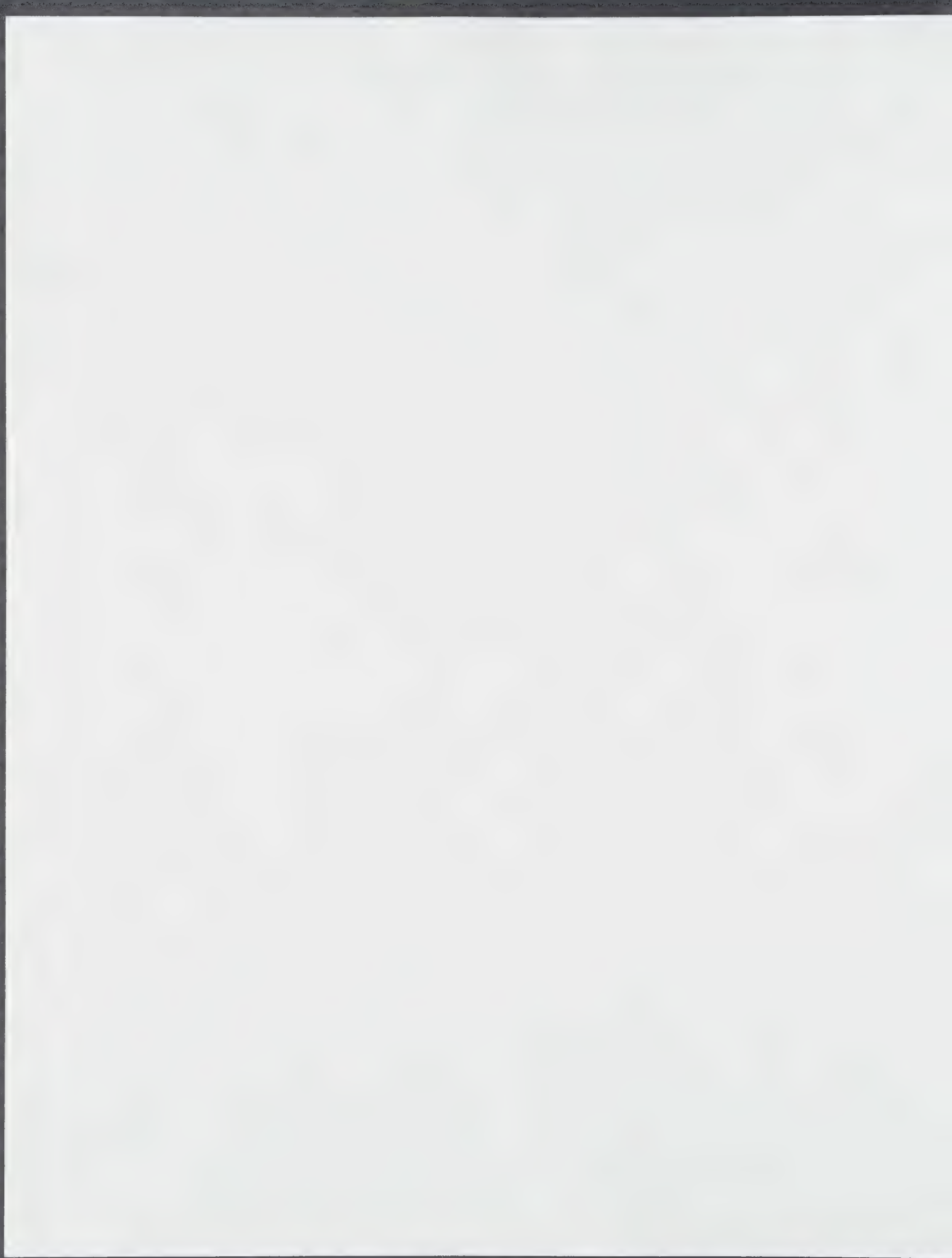
If it should be of interest, just let me know, and I will put you in touch with the customer. Needless to say, I am not looking for a commission either from you or from them, but would really enjoy being able to help.

With all good wishes, I remain,

Yours sincerely,

AB/cw

bc: Michael Baronian







FAX FROM

DR. ALFRED R. BADER

White Gables  
2A Holmesdale Road  
Bexhill-on-Sea  
East Sussex TN39 3QE  
Telephone/Fax: 0424-22-22-23

44 1474 222223

Date:

December 10 95

Page 1 of 1

To:  
Fax:

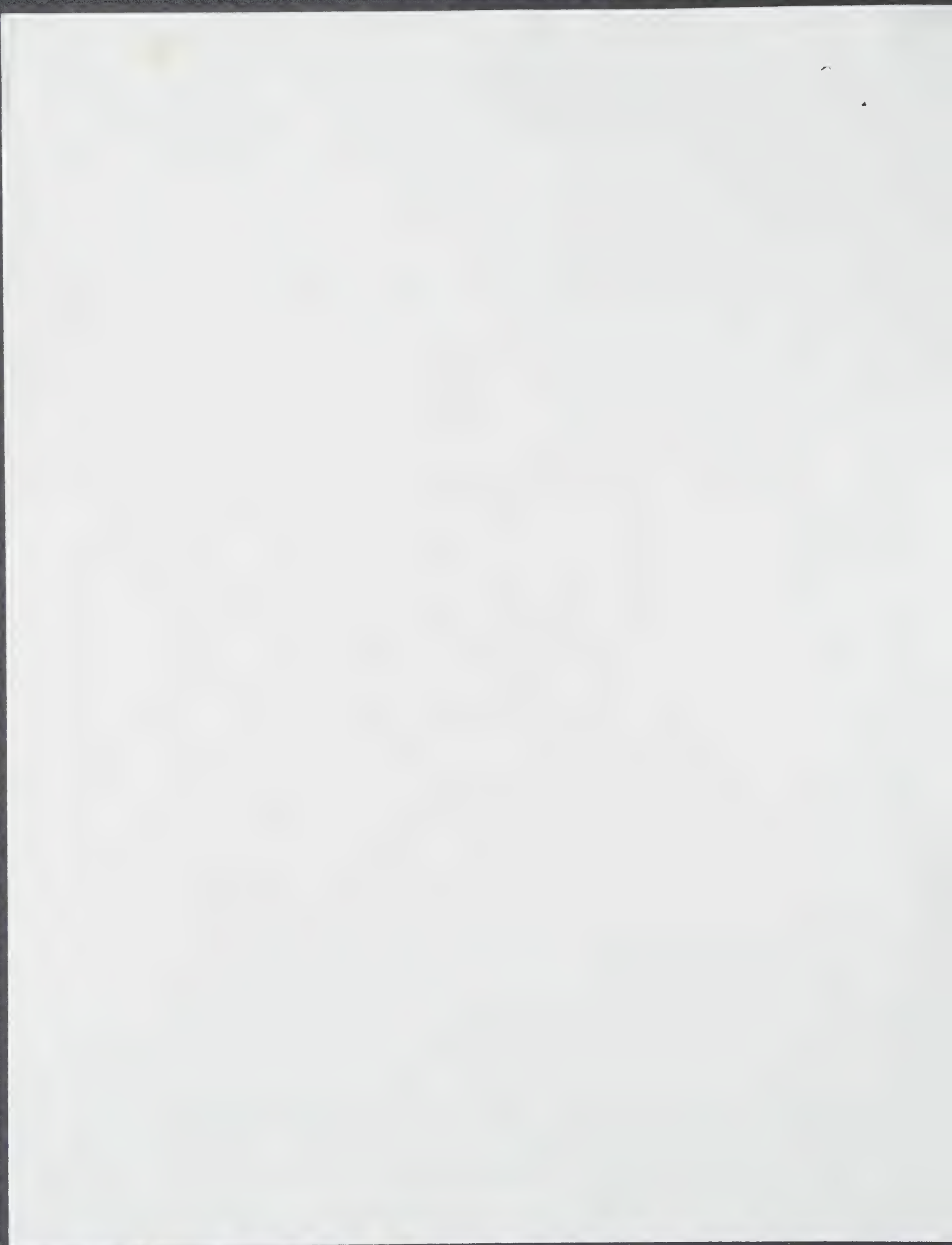
Mr. Mike Baronian  
41-53-829 444

Dear Mike

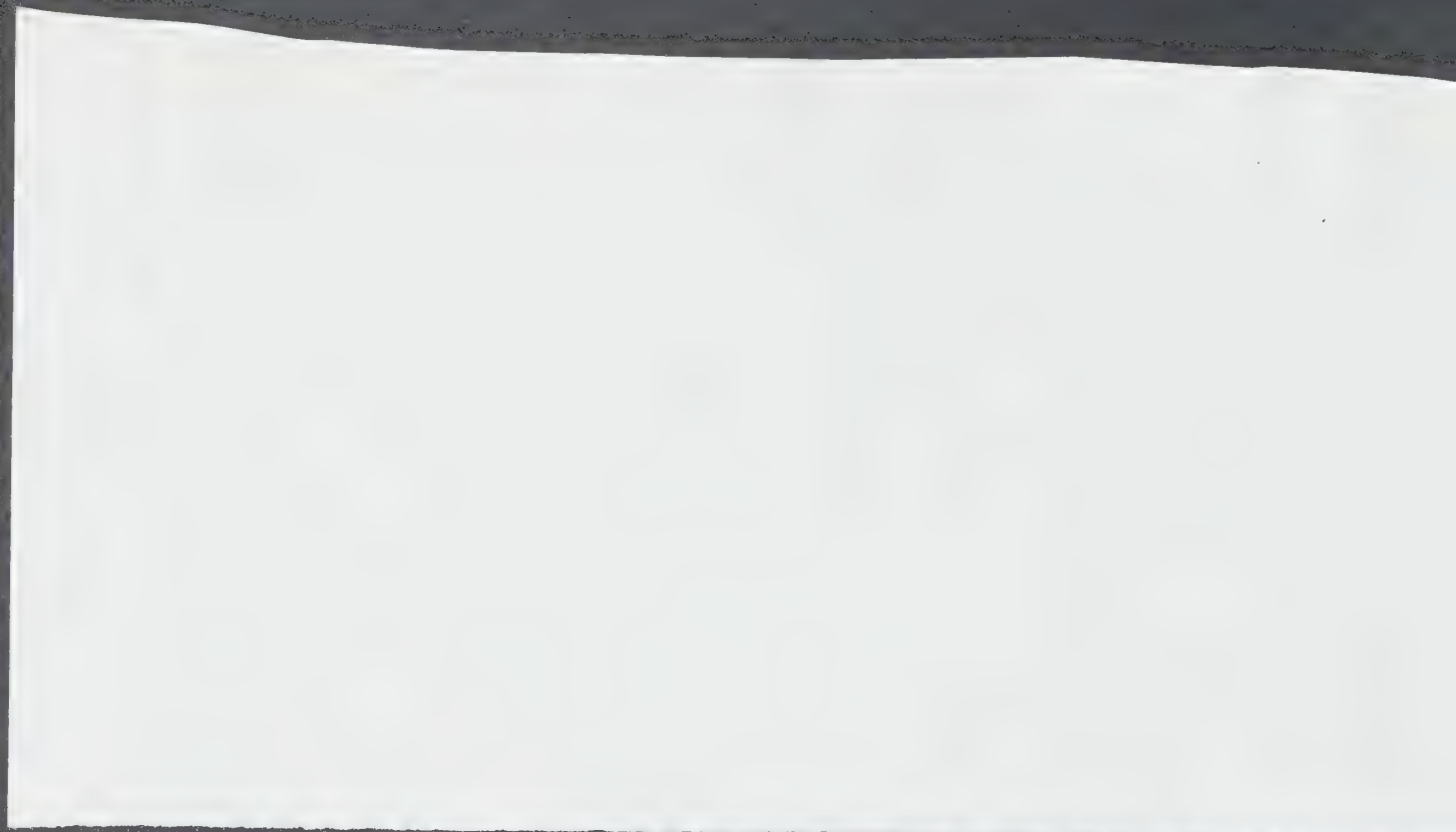
Thank you for your fax with the list of raw materials. I am in England until Dec. 24. Shortly after my return home I will compare your costs with American costs, of course I will skip all the common chemicals.

Best regards

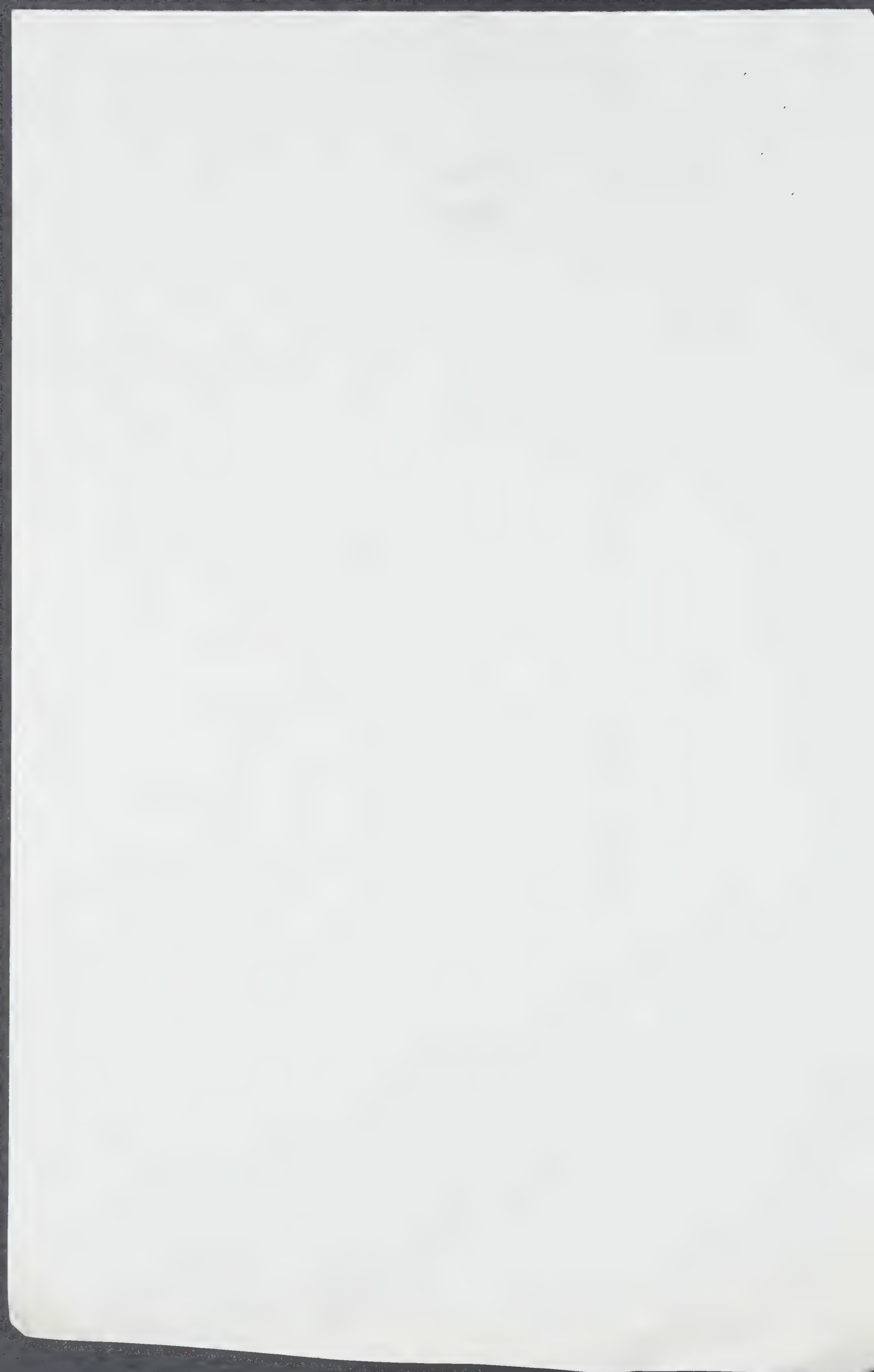
Alfred





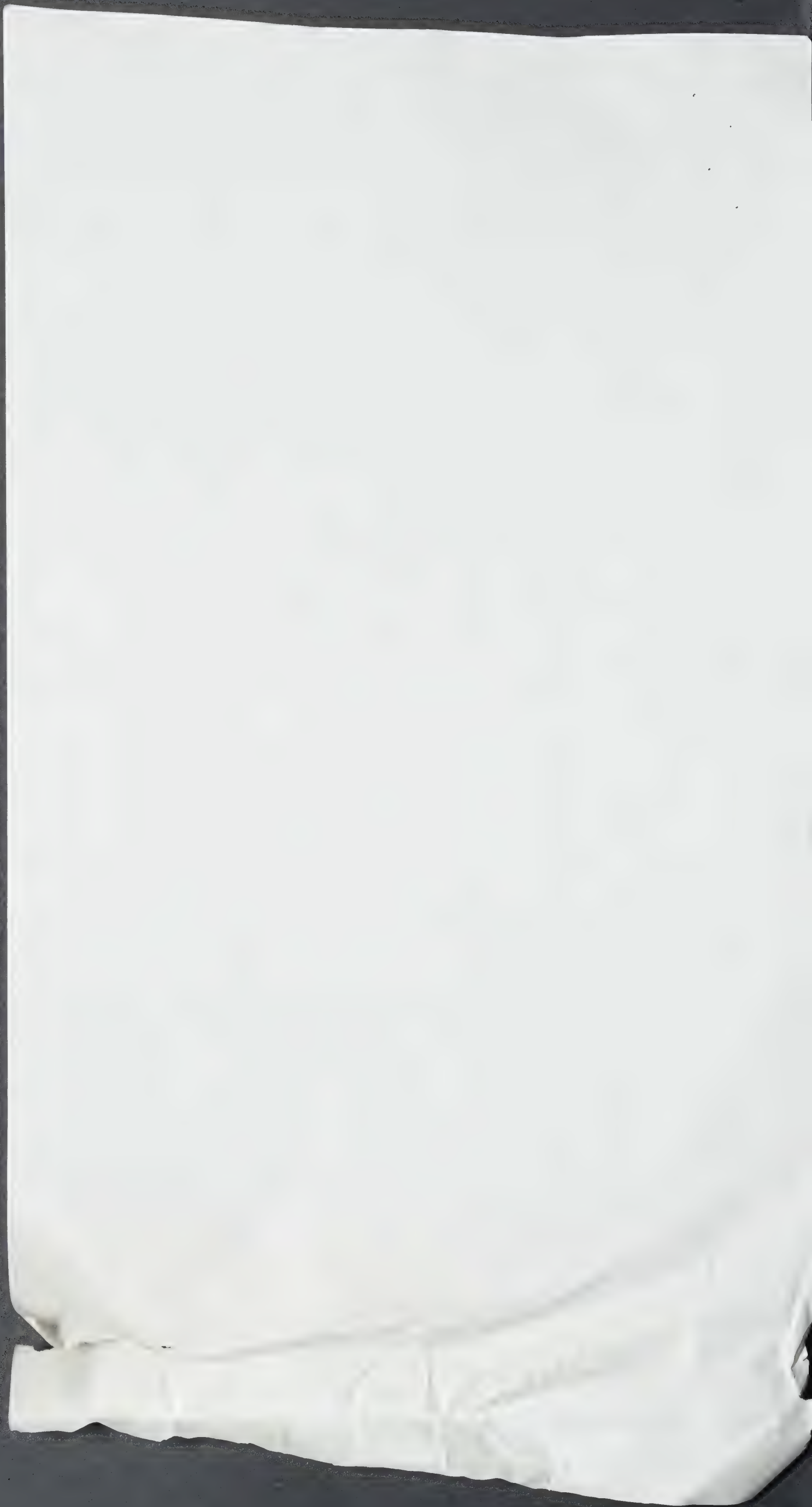






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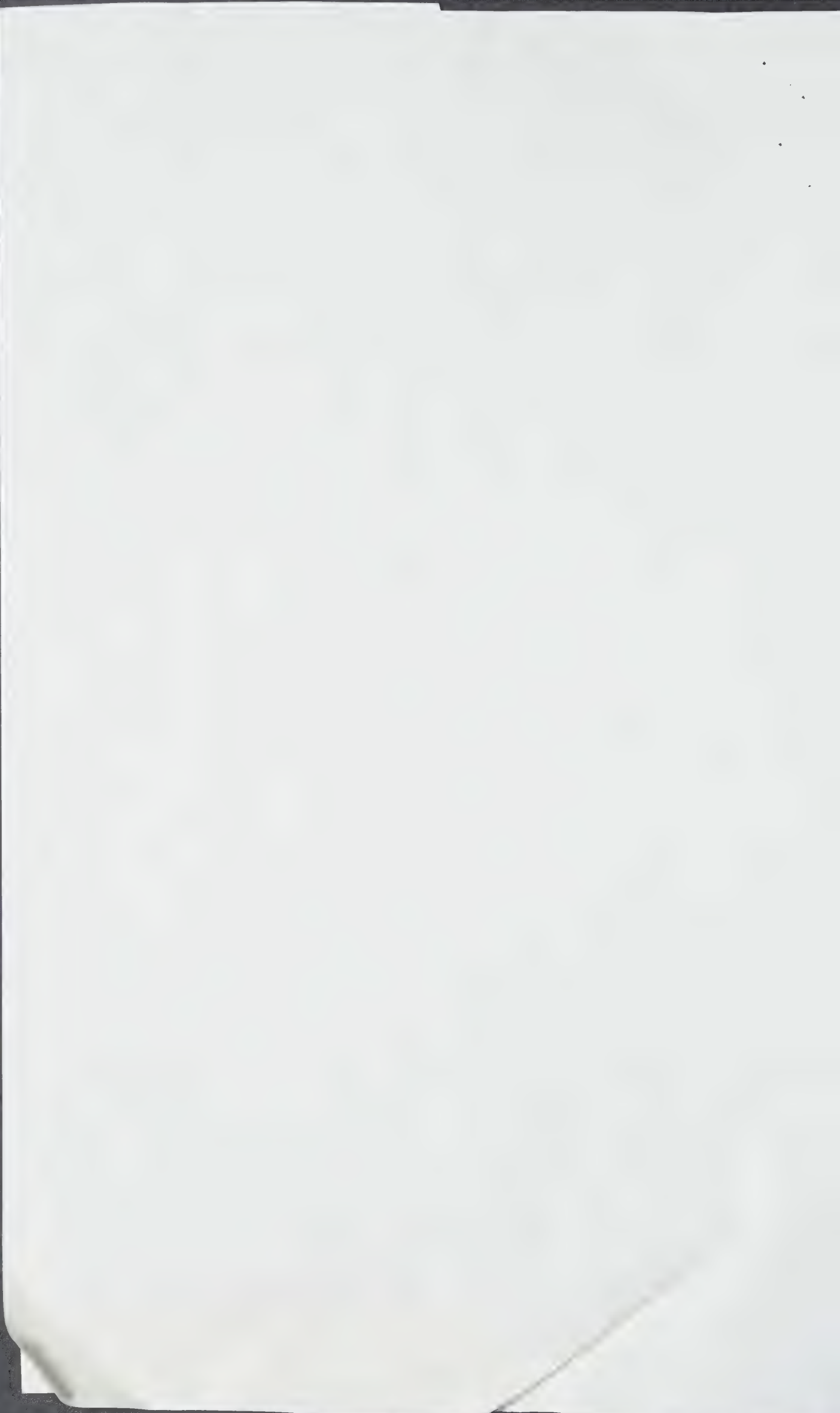




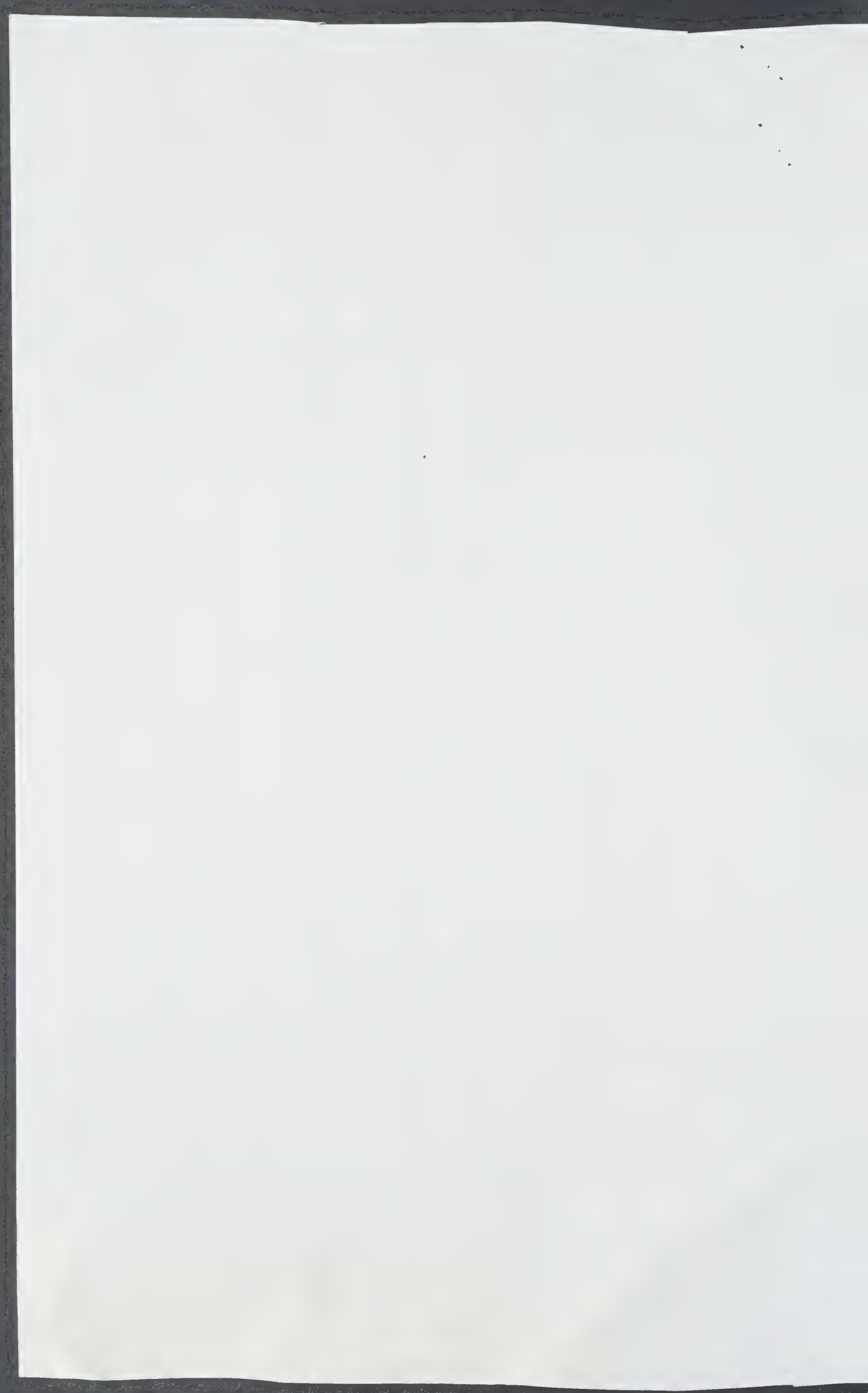




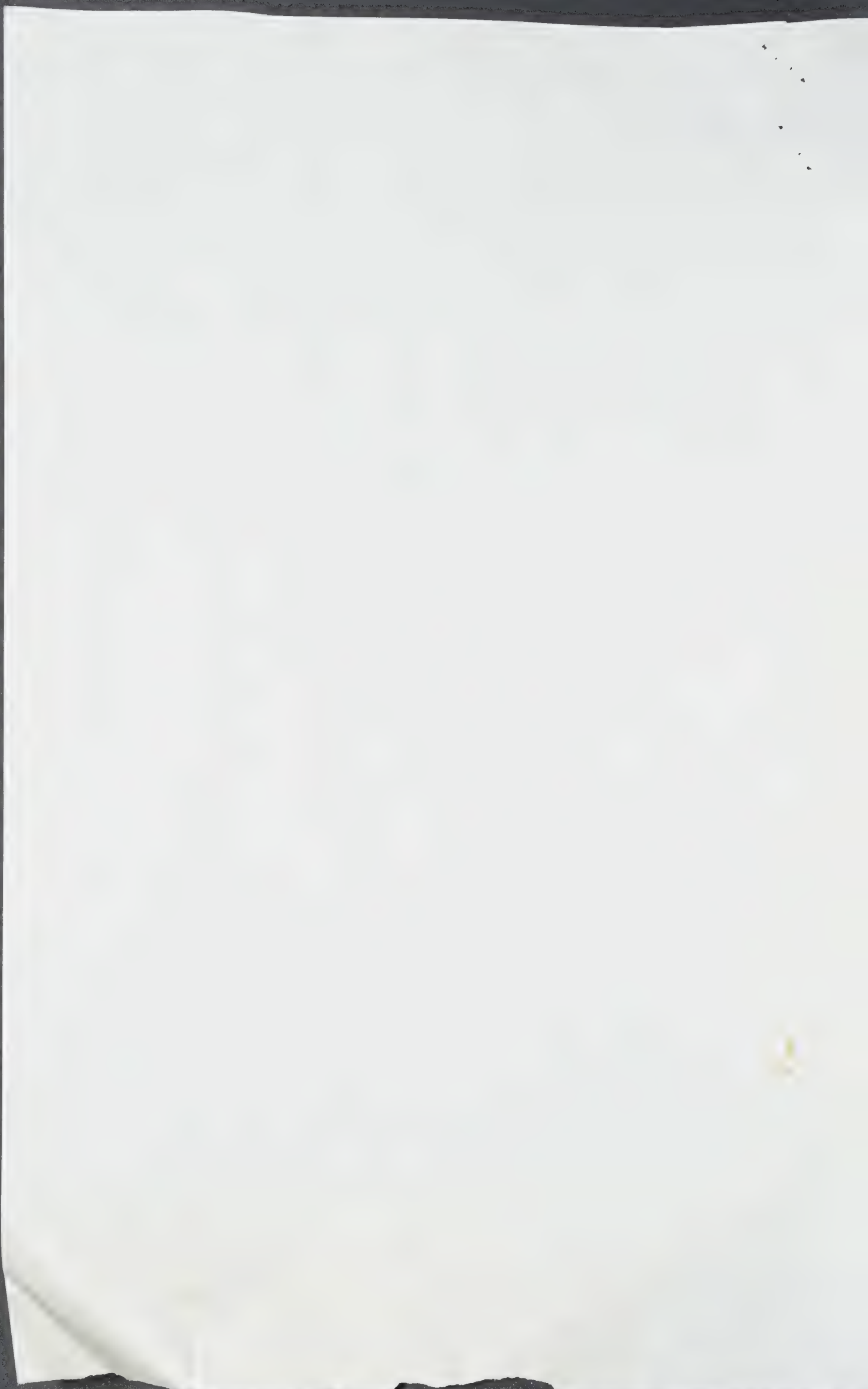
















FAX FROM

Dr. Alfred Bader  
924 East Juneau, Suite 622  
Milwaukee, Wisconsin 53202  
Phone: 414/277-0730  
Fax: 414/277-0709

*A Chemist Helping Chemists*

January 18, 1996

To: Professor Arie L. Gutman  
Department of Chemistry  
Israel Institute of Technology  
Fax: 972-4-343341

Dear Arie:

Knowing of your great ability to make substantial quantities of 2-Adamantanone, I am wondering whether you might be interested in making other Adamantanes.

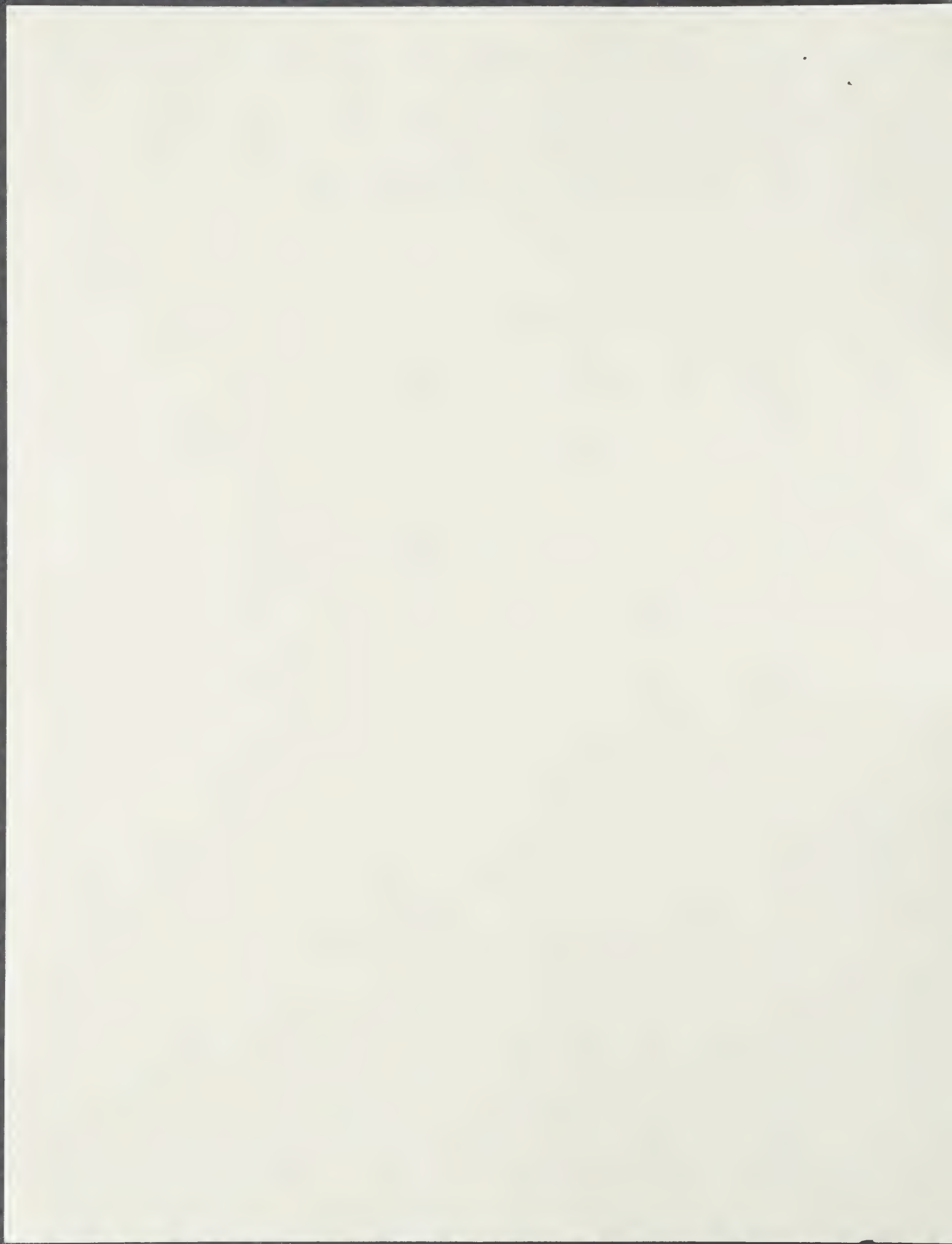
A substantial company in Europe requires several tons of Adamantane-1-carboxylic acid and about 200 kilos of 1,3-Dimethyladamantane.

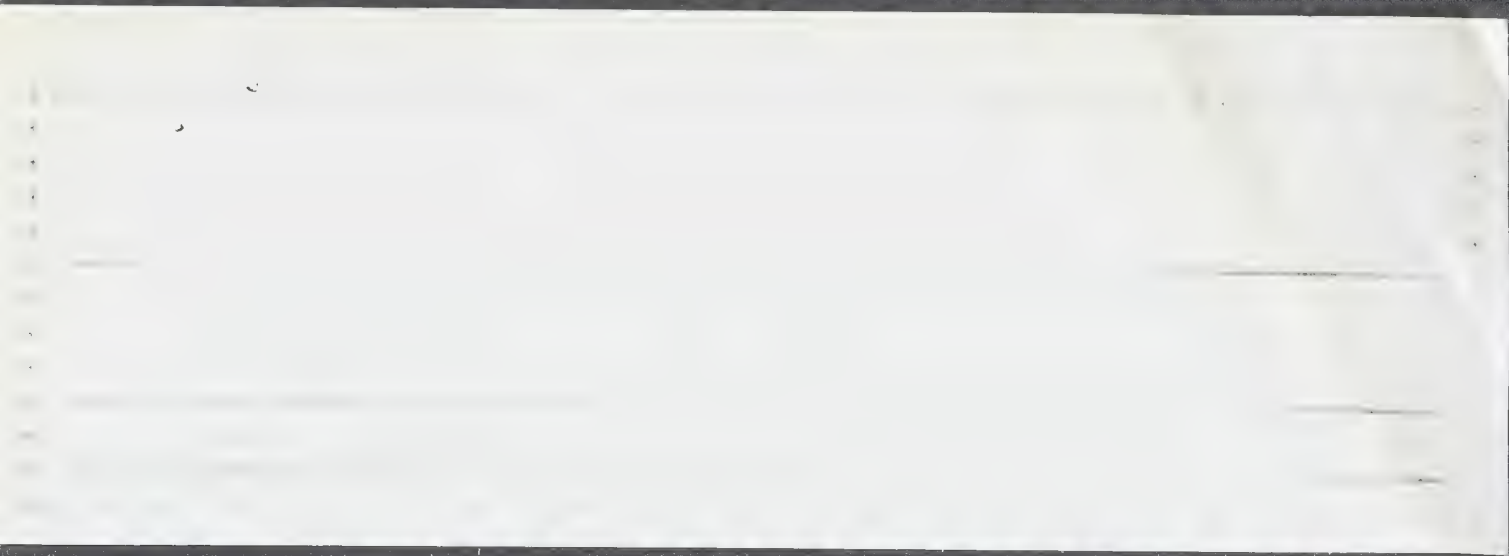
If it should be of interest, just let me know, and I will put you in touch with the customer. Needless to say, I am not looking for a commission either from you or from them, but would really enjoy being able to help.

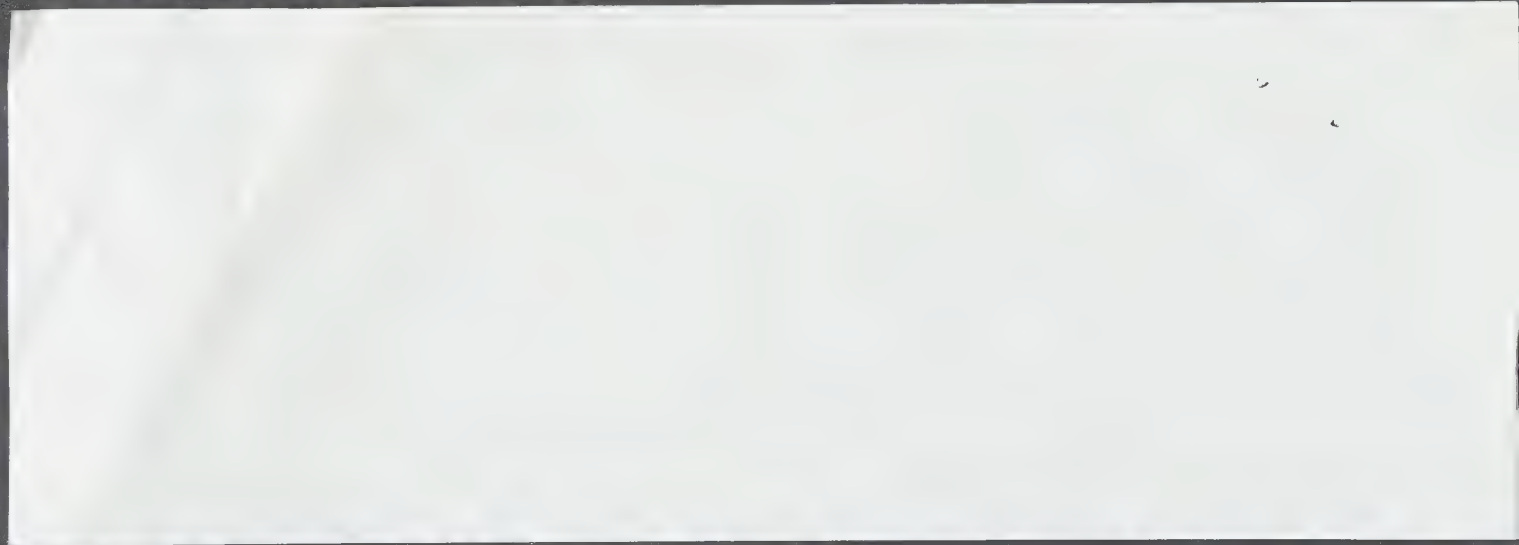
With all good wishes, I remain,

Yours sincerely,

AB/cw









# aldrich chemical company, inc.

## CONTACT REPORT

Copies to:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Report No. \_\_\_\_\_

By \_\_\_\_\_

Date 12/15/94

Department \_\_\_\_\_

Other Persons Accompanying:

Persons Interviewed and Position

1. Paul Kelly
2. Errol Hamms
3. Michael
4. Bv D
5. \_\_\_\_\_

Company Name and Address:

Cilag

Send catalog to: 1 2 3 4 5

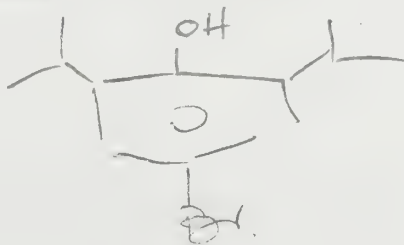
Add to mailing list: 1 2 3 4 5

### REPORT:

US patent issued

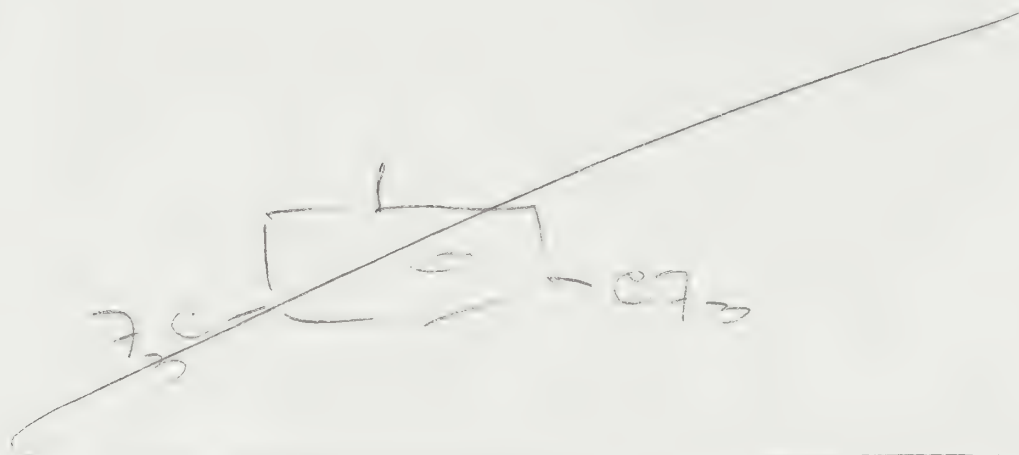
Nizalid

Enalapril



Israel ?

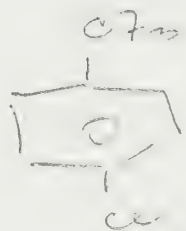
Approved by: \_\_\_\_\_ Date: \_\_\_\_\_



2,3-dihydrofuran

from Israeli sources

or  $\gamma$ -hydroxybutanal ARCS =  
in equ. soln.



ask Jim Jaggay 50-100 kg.



Long  
chain



# aldrich chemical company, inc.

## CONTACT REPORT

Copies to:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Report No. \_\_\_\_\_

By \_\_\_\_\_

Date 12/15/94

Department \_\_\_\_\_

Other Persons Accompanying:

Persons Interviewed and Position

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

5. \_\_\_\_\_

Company Name and Address:

Cilag

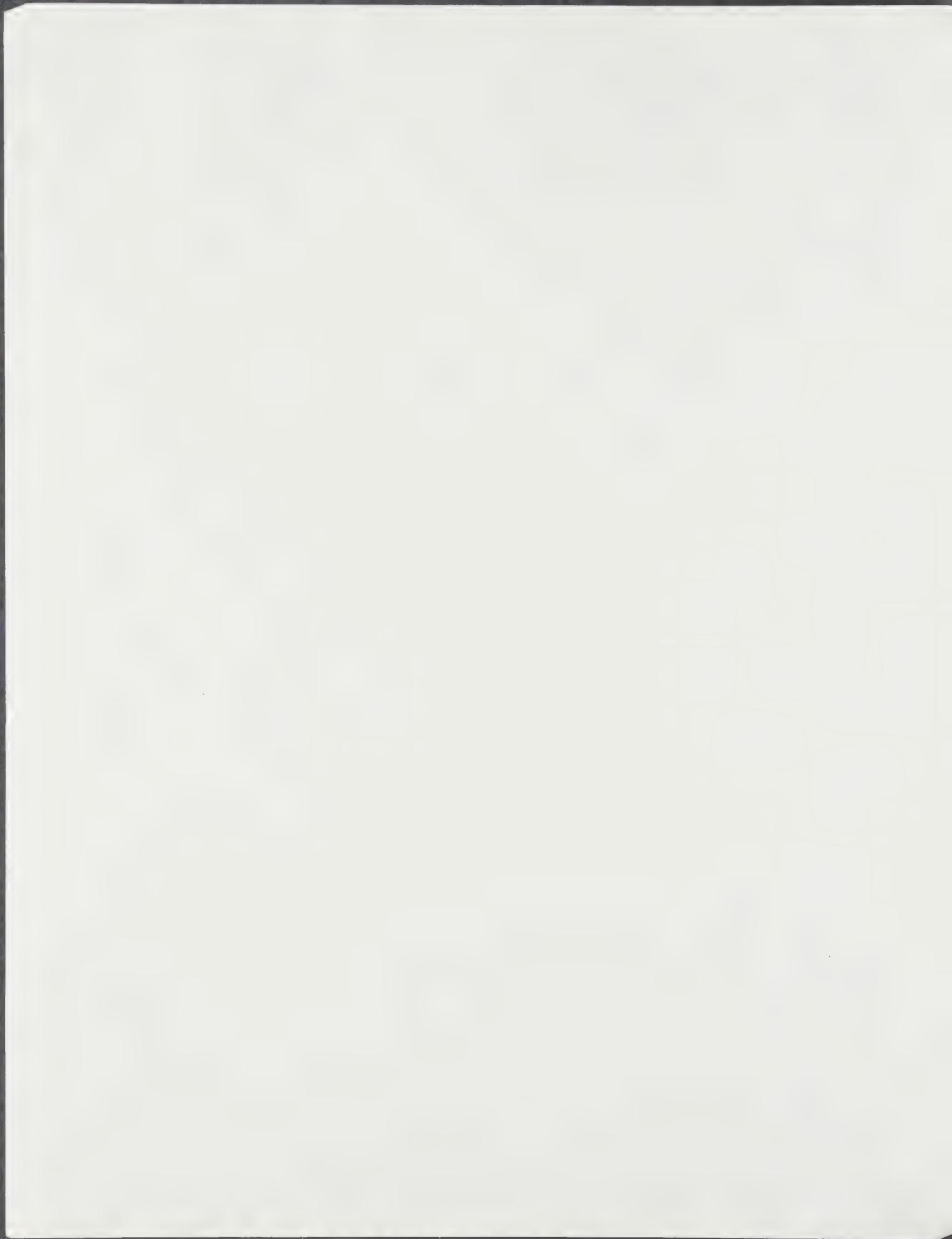
Send catalog to: 1 2 3 4 5

Add to mailing list: 1 2 3 4 5

### REPORT:

Roche peptan — call Felix & Jarina  
Glaxo John P. ... peptide  
Pierce general  
Pfizer Bob Myko Bob & Ala & Ala

Approved by: \_\_\_\_\_ Date: \_\_\_\_\_





**CILAG LTD**  
Hochstrasse 201/209  
CH-8201 Schaffhausen  
Switzerland



**TELEFAX**

From: Dr. E. Hammer  
Fax-No.: (41) 53/829 443  
(Direct fax No Chem Op)

To: Dr. Alfred Bader  
Company: Milwaukee

Date: Nov. 28, 1994

Fax-No.: 001/414 277 0709  
Please provide  
copies for:

Pages: -1-  
including this cover page

Message:

Your visit at Cilag, Dec. 15, 1994

Dear Alfred

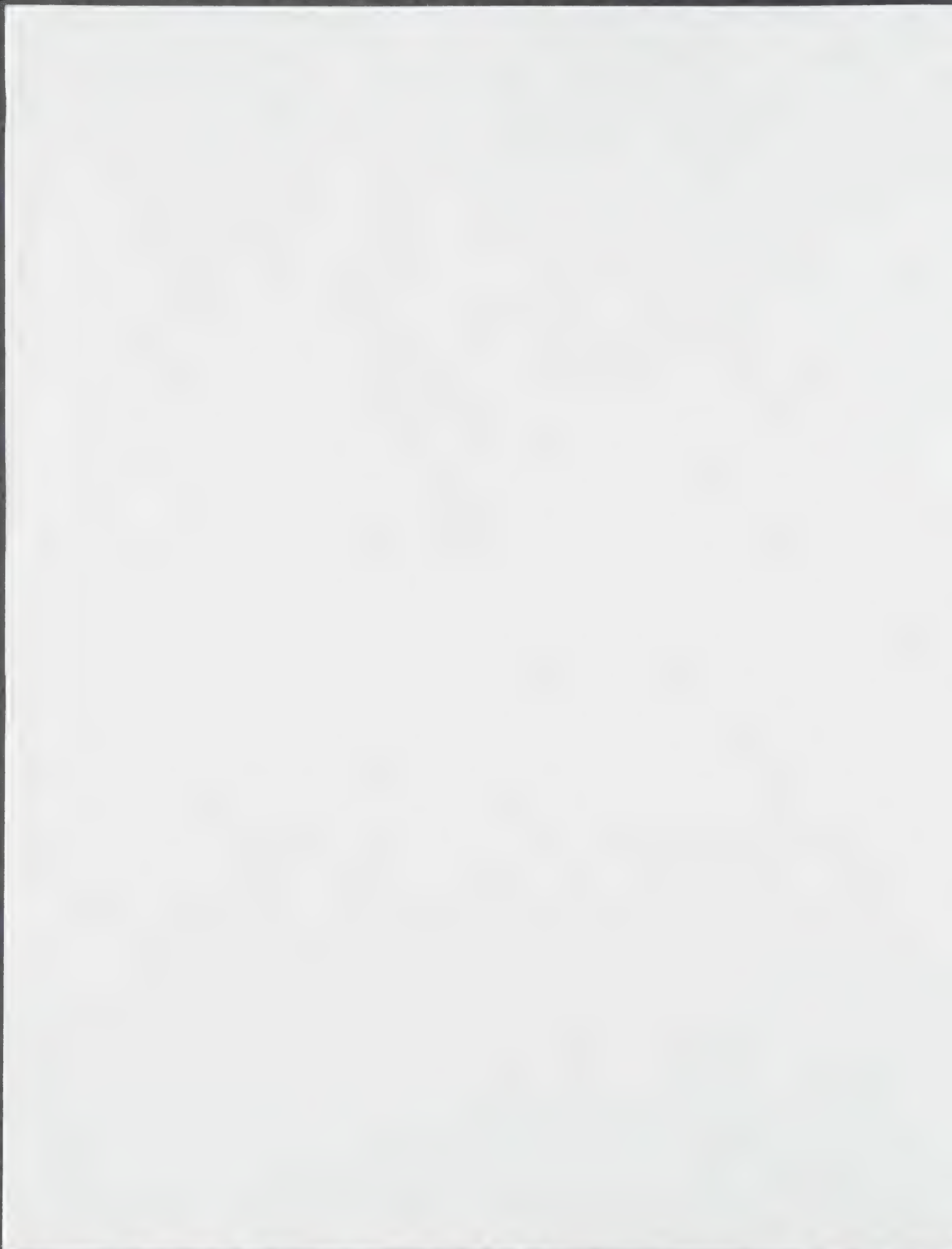
During your visit in Schaffhausen we have to discuss and evaluate possible candidates as partners in USA to do last steps of generics for Cilag.

Our R+D team is overloaded with projects. This is the reason why we don't push the peptides from outside.

We keep the addresses and will contact the companies you mentioned during 1995.

Kind regards,  
Dr. Erich Hammer

cc: 501 297



DR ALFRED BADER  
52 WICKHAM AVENUE  
BEXHILL-ON-SEA  
EAST SUSSEX  
TN39 3ER

Tel & fax

44 424 22 22 22

Frau Ironi Keller

Cilag AG

Fax an 41 53 829 567

Liebe Frau Keller:

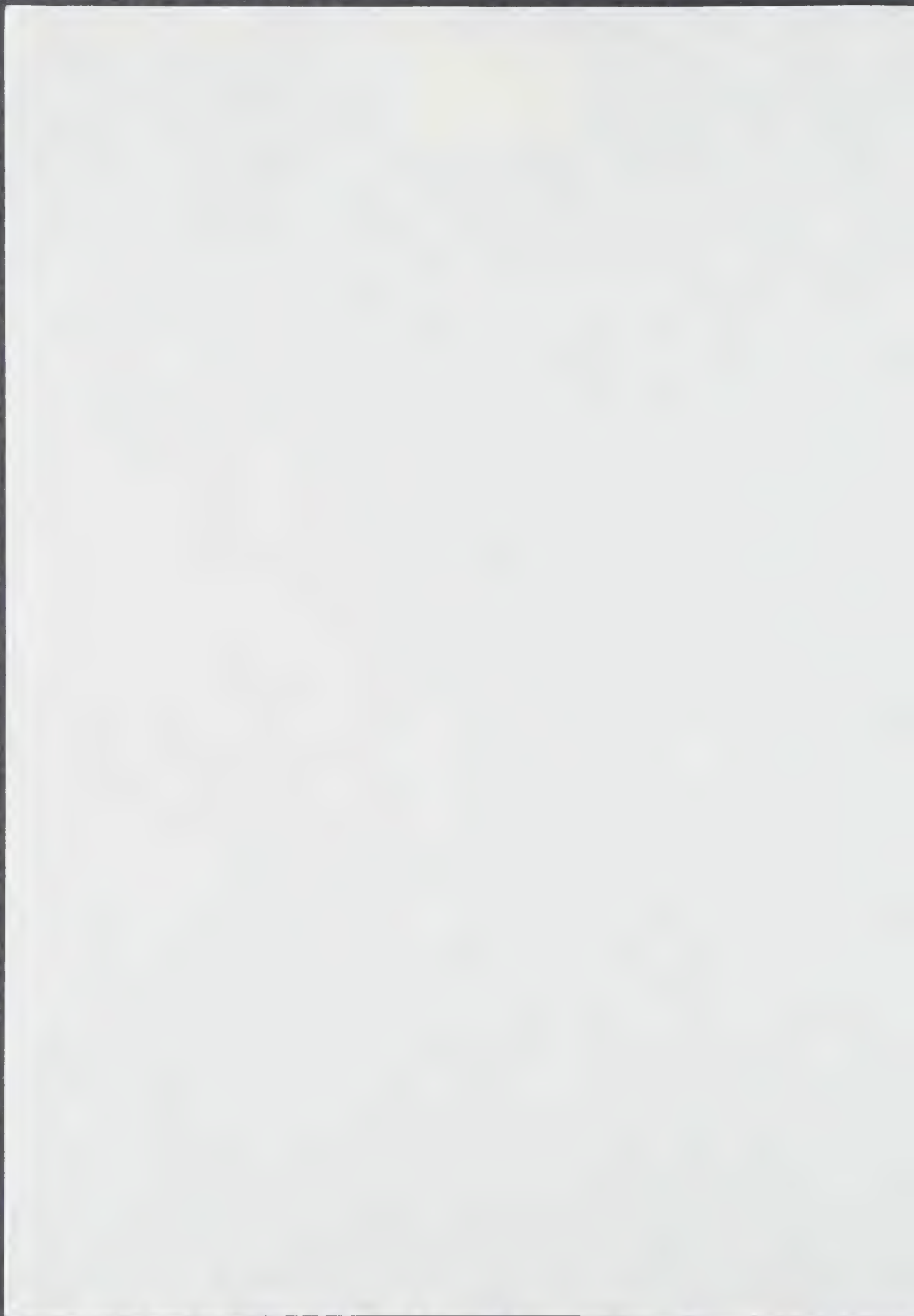
Besten Dank für Ihr Fax vom 24. XI

Ich plane am 13. XII in Kloten mit SR 805  
anzukommen. Ein alter Freund, Paul Kühnis, früher  
bei Juka, wird mich abholen. Wo ich Dienstag  
übernachtet, hängt davon ab, ob ein anderer  
alter Freund, Professor Tadeus Reichstein  
(Jahrgang 1897!) mich am Mittwoch früh in  
Basel sehen kann. Er ist nicht nur Nobelpreisträger,  
sondern auch so viel!

Mittwoch nachmittag komme ich per Zug  
nach Schaffhausen, und dann zum Klosterhof  
Dienstag, den 15. XII fliege ich von Kloten  
nach London, SR 806, 17.40.

Beste Grüsse

Alfred Bader

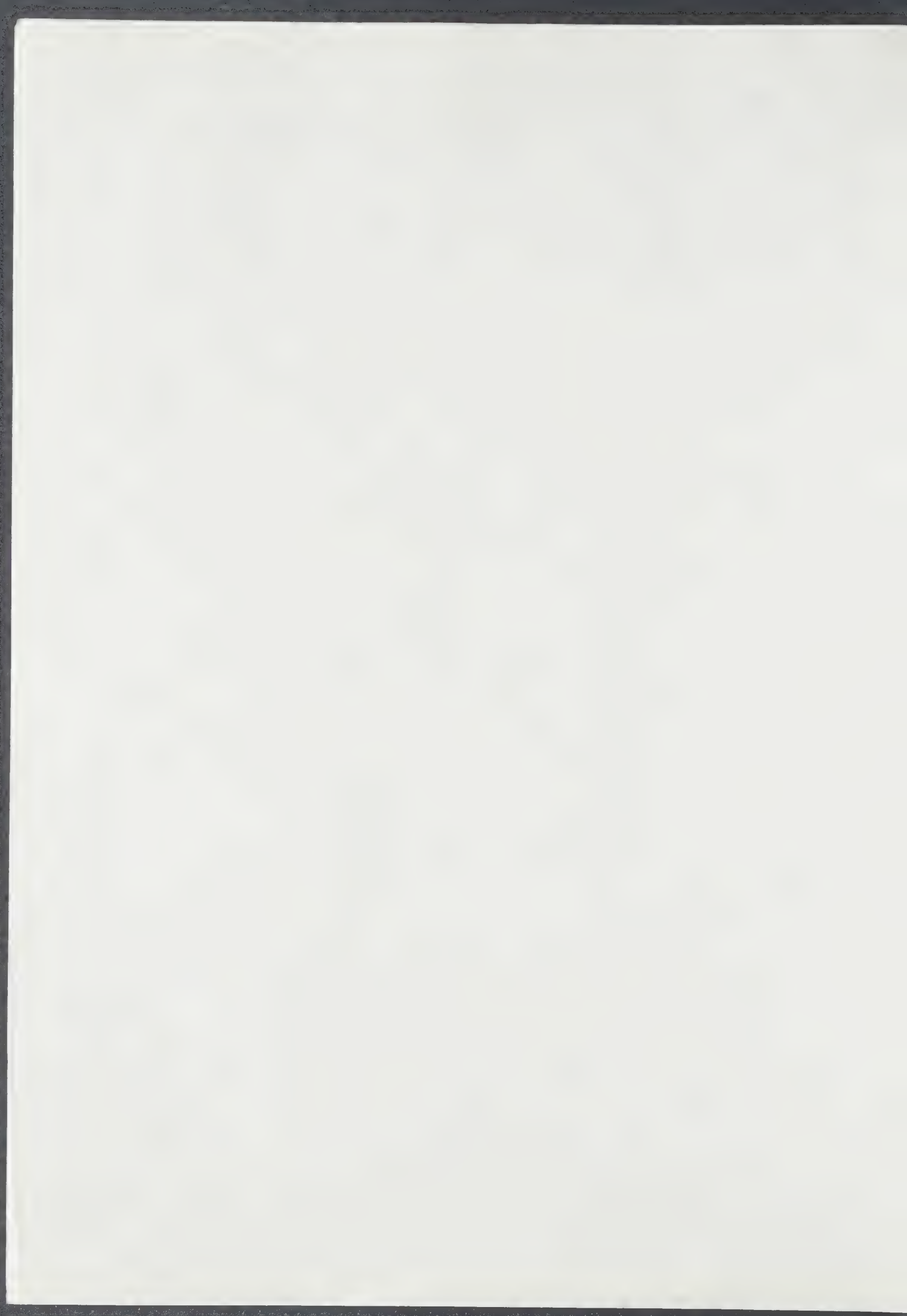


CHAO LYU  
[Faint text]



TELEFAX

[Extremely faint and illegible text, likely a fax header or body content]



#

July 27 94

M. Chase Barman

MB is fine in September

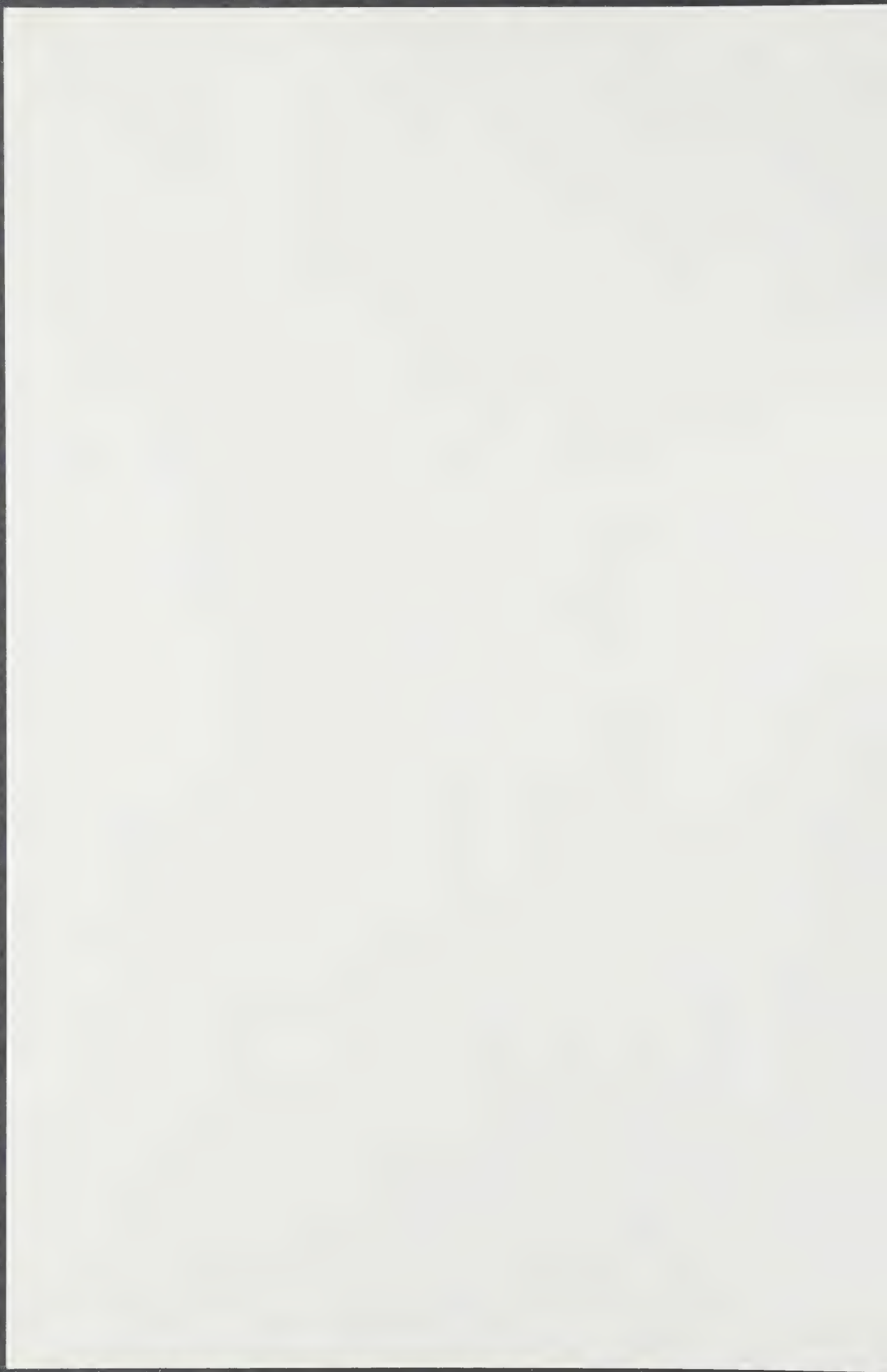
of course

(1) ...

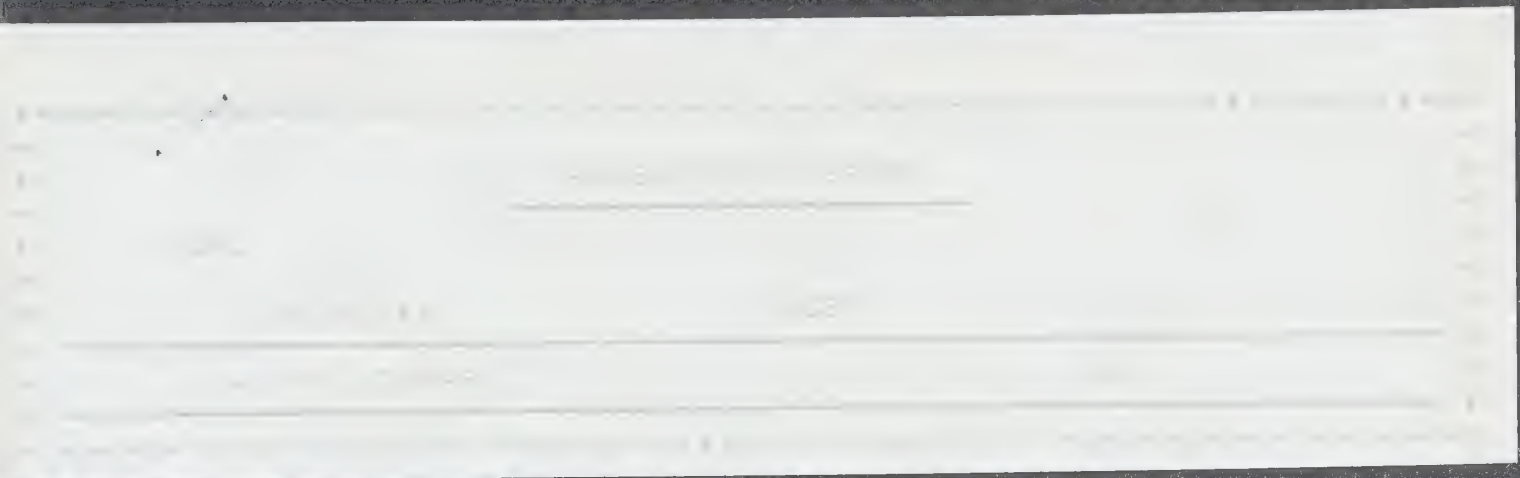
(2) ...

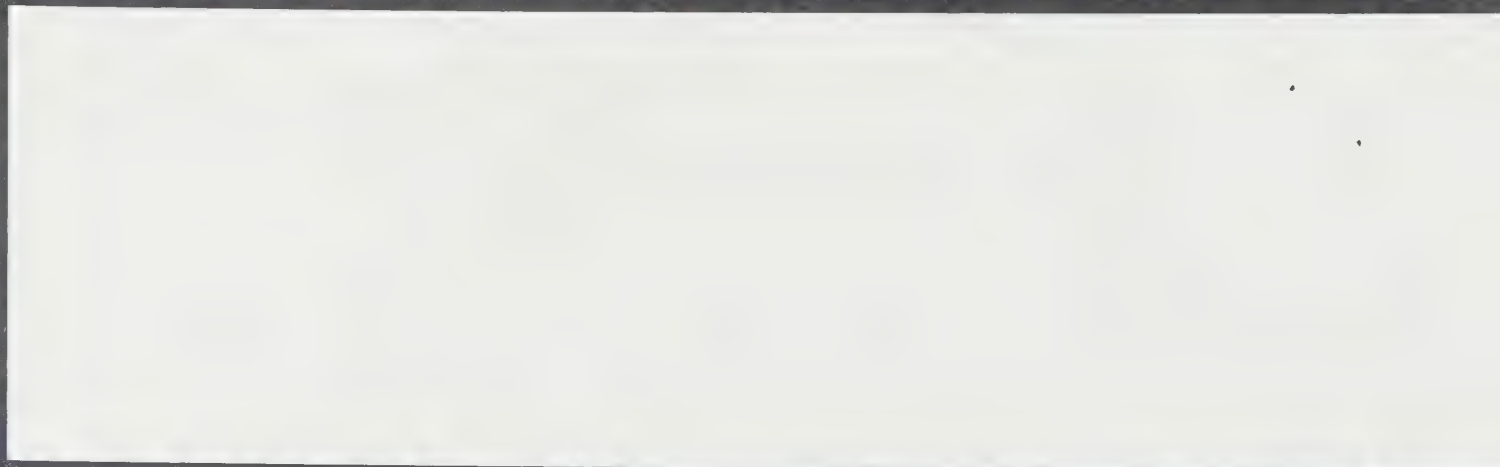
(3) ... ← case ...  
... ..

Ripe de ...  
... ..









FAX FROM

DR. ALFRED R. BADER  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone 414-277-0730  
Fax No. 414-277-0709

To:

Barry Young

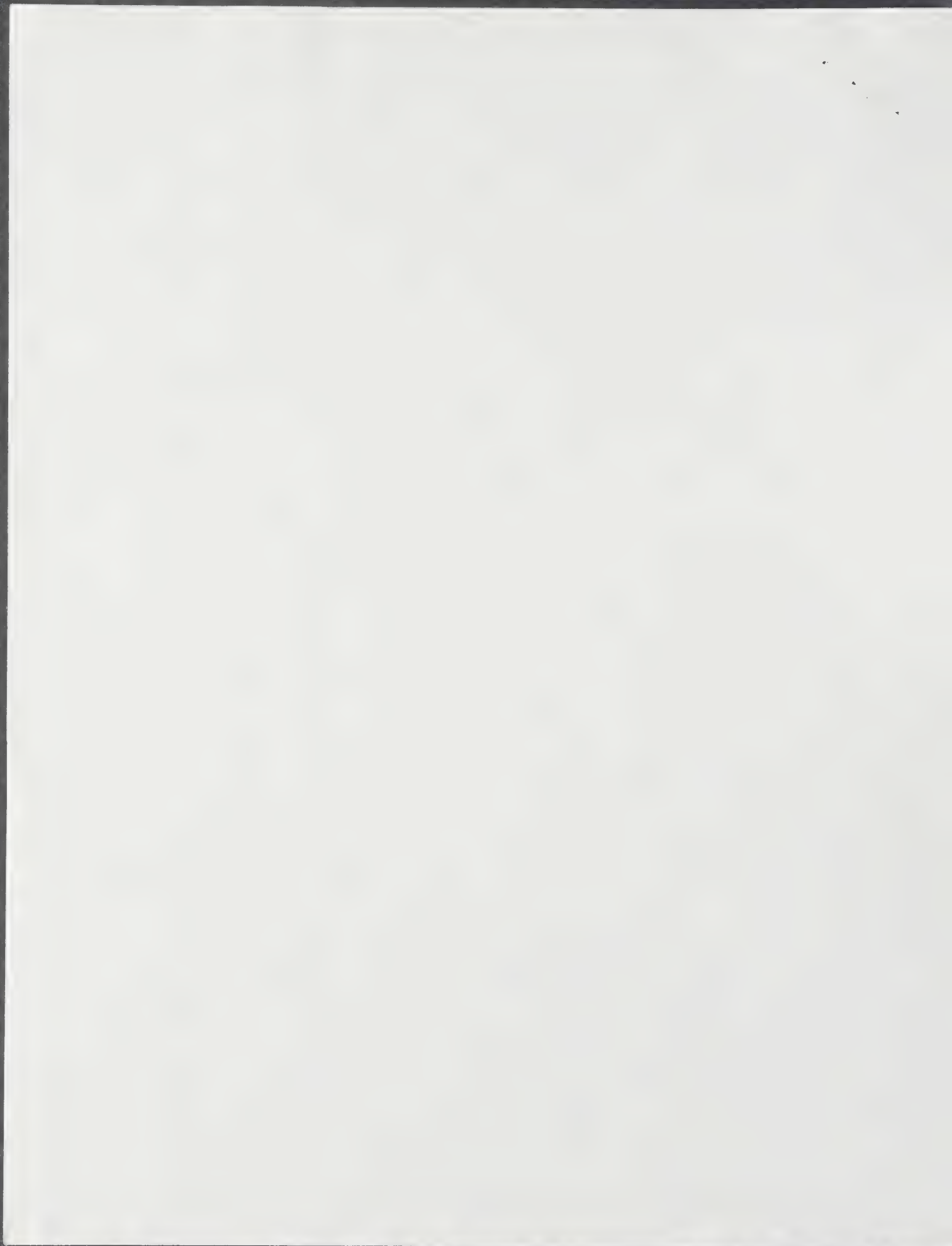
908 852 6288

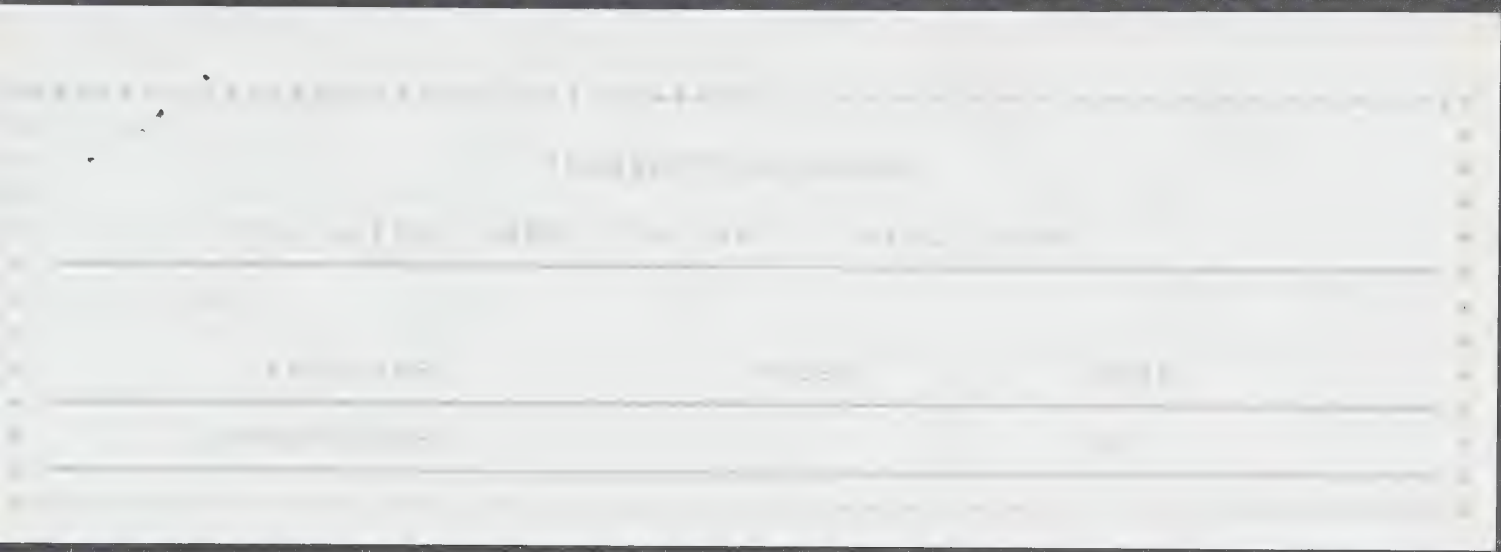
Dear Barry

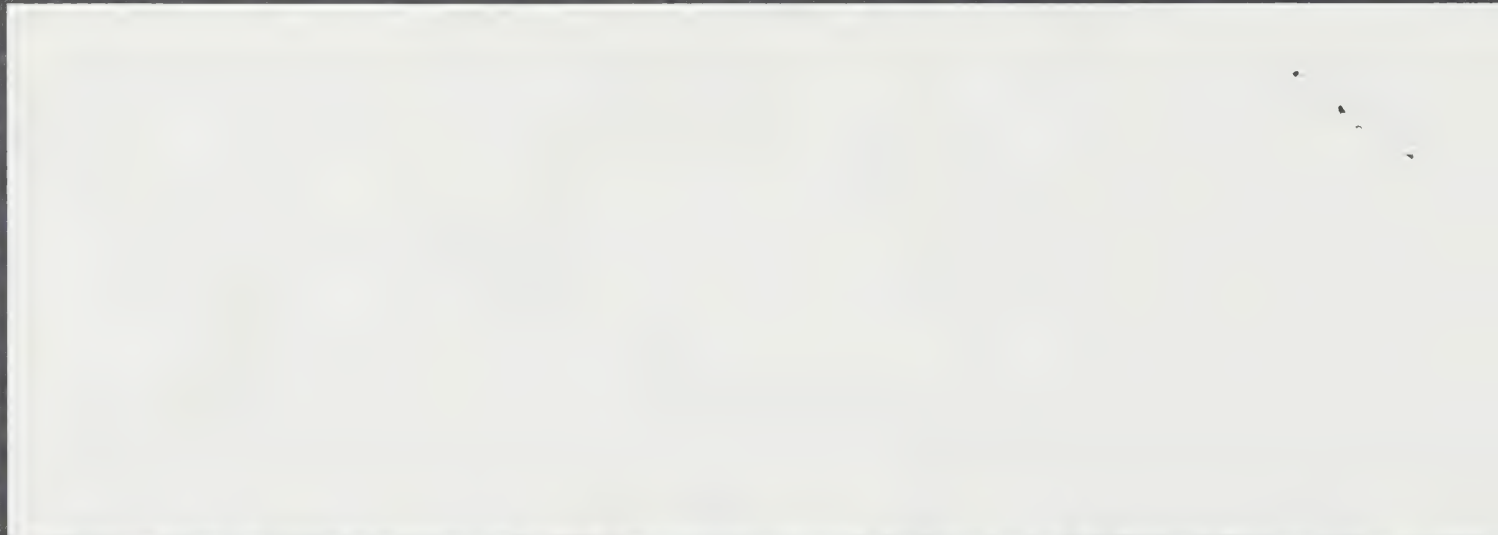
Do you have a company  
that could enquire what the Ethyl  
Corporation charges for 50, 100  
and ten lots of 112660-8,  
2,6-diisopropyl phenol, and  
could you buy it for Citag for  
a handling fee? If my memory  
serves me right, Ethyl used to charge  
\$5/lb.

Kind regards

Alfred







CILAG LTD  
INDUSTRIAL DISTRICT  
CHESHAM, ENGLAND



TELEFAX

TO: \_\_\_\_\_  
FROM: \_\_\_\_\_  
SUBJECT: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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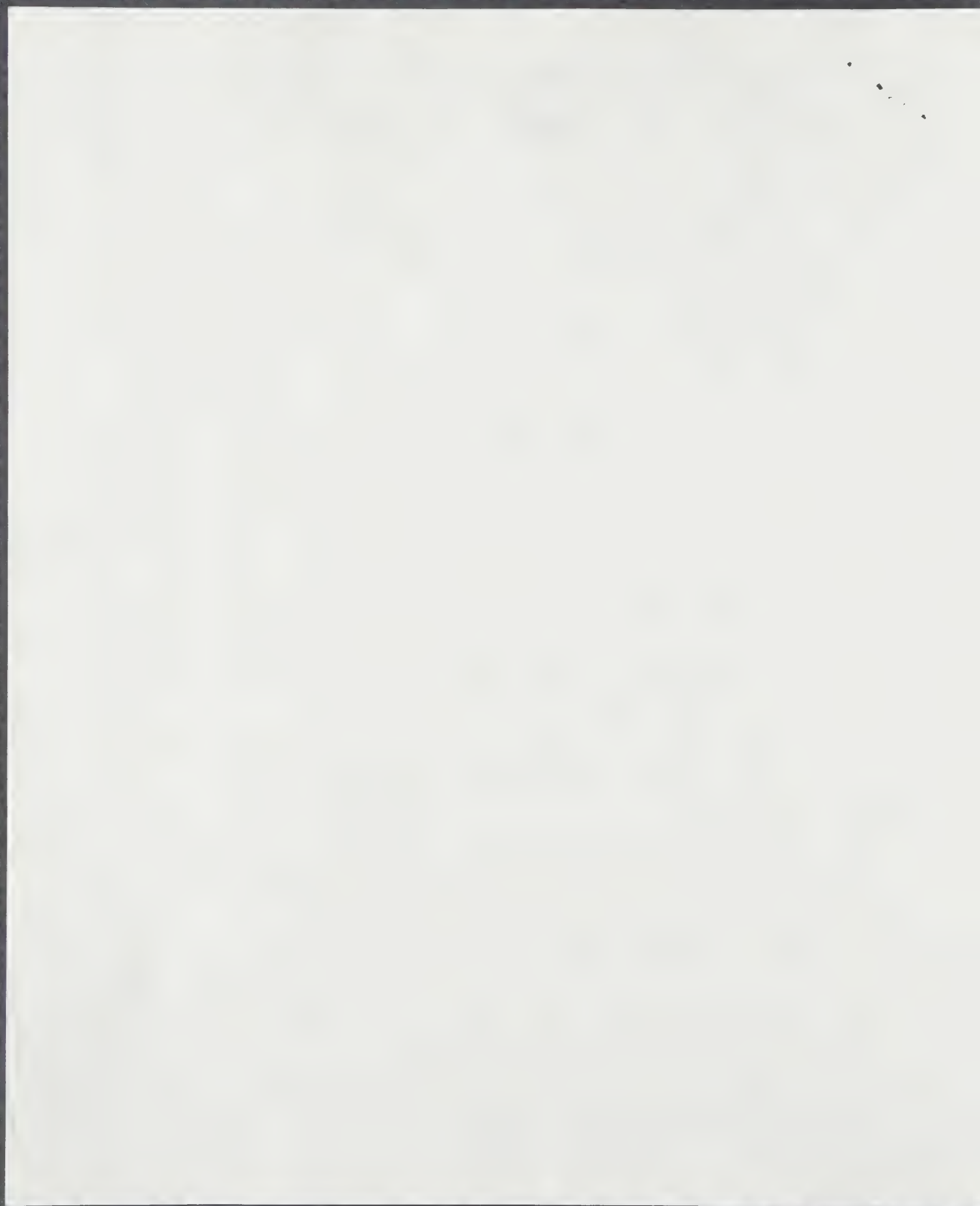
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712660-8





FAX FROM

DR. ALFRED R. BADER  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone 414-277-0730  
Fax No. 414-277-0709

September 12, 1994

To: Dr. Erich Hammer  
Cilag Ltd.

011 41 53 829 444<sup>3</sup>

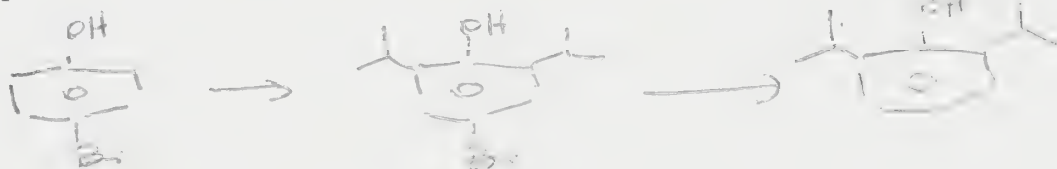
Dear Erich,

Re your September 9 fax:

- (1) 2,6-Diisopropylphenol - This used to be offered by Ethyl at about \$5/lb. Last year Ethyl spun off its chemical operation, Albemarle Corp., and they have increased the price tremendously to about \$100/kg! I tried to talk to the 2 managers, Keith Wannamaker (telephone 504 388 7490) and Charles Weitig (504 388 7625), but both are travelling until September 26.

Albemarle is reluctant to sell to Aldrich, fearing that Aldrich might sell to Abbott! What a convoluted story. Aldrich has 50 kg in bulk in Milwaukee.

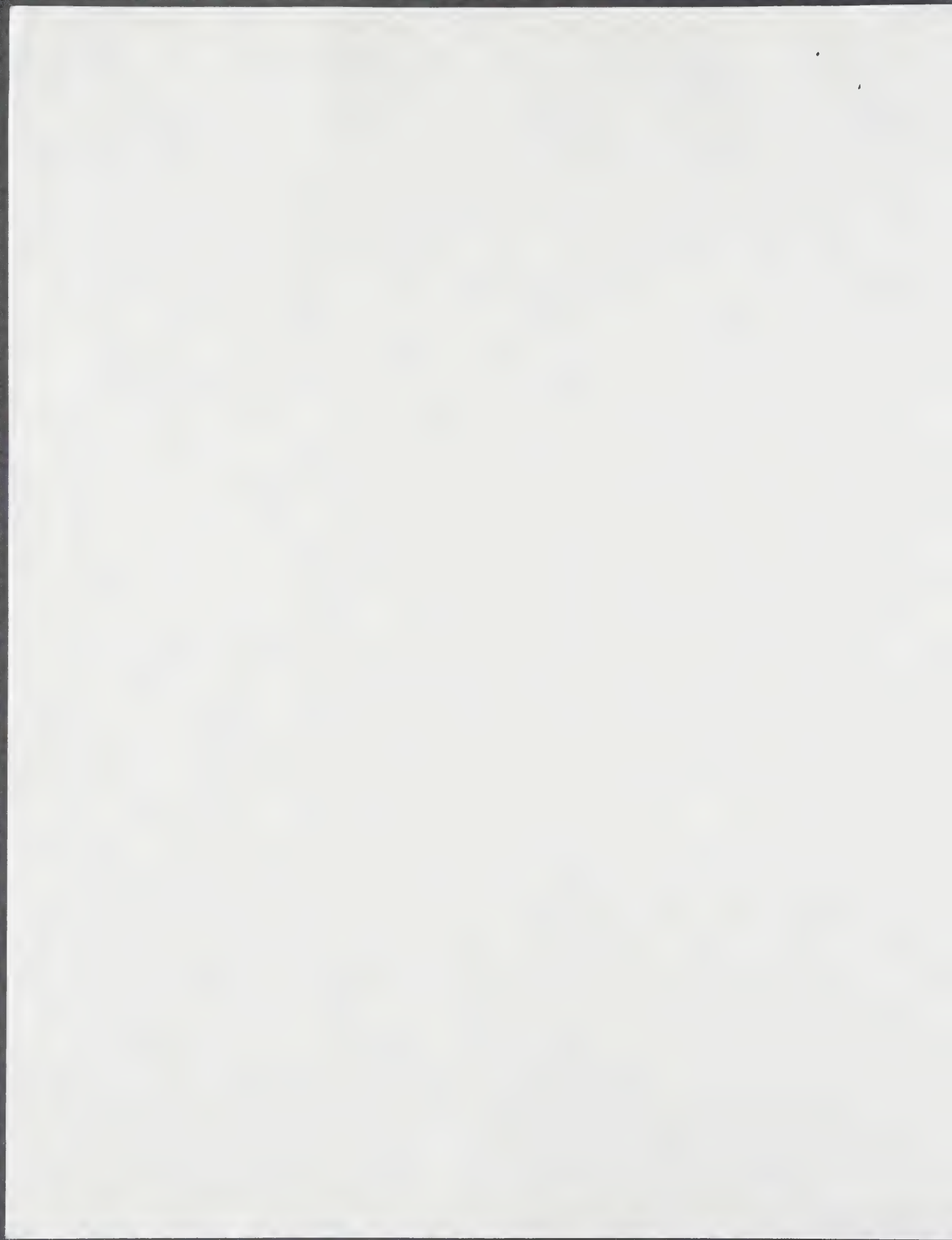
Actually, production should not be too difficult:



but development worthwhile only for many tons.

- (2) Tool manufacturer - Aldrich Milwaukee may have just the right equipment. Do discuss with Dr. Clint Lane, Executive Vice President, telephone 414 273 3850. He does not know that I consult for you.
- (3) Trip - I could come to Schaffhausen at the end of November, but of course only if you think a visit could really help. I'll be in England and Holland from mid-November to Christmas.

Best regards,



FAX FROM

DR. ALFRED R. BADER  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone 414-277-0730  
Fax No. 414-277-0709

September 29, 1994

To: Dr. Erich Hammer  
Cilag Ltd.

011 41 53 829 444

Dear Erich,

An old friend who used to work at Roche and is now at Glaxo would be interested in the production of a peptide which is approaching clinical studies.

He is Dr. John Partridge, Senior Research Advisor, Glaxo Research Institute, 5 Moore Drive, Research Triangle Park, North Carolina 27709, telephone 919 990 6736.

I talked to him at some length, and he was obviously most interested. Then he pushed me to tell him which company, and it would have been very difficult for me not to tell him that the company interested in peptide work is Cilag.

I think it would be worth your while to telephone him to discuss.

Best regards,

*Herzliche Grüsse*

*Alfred*

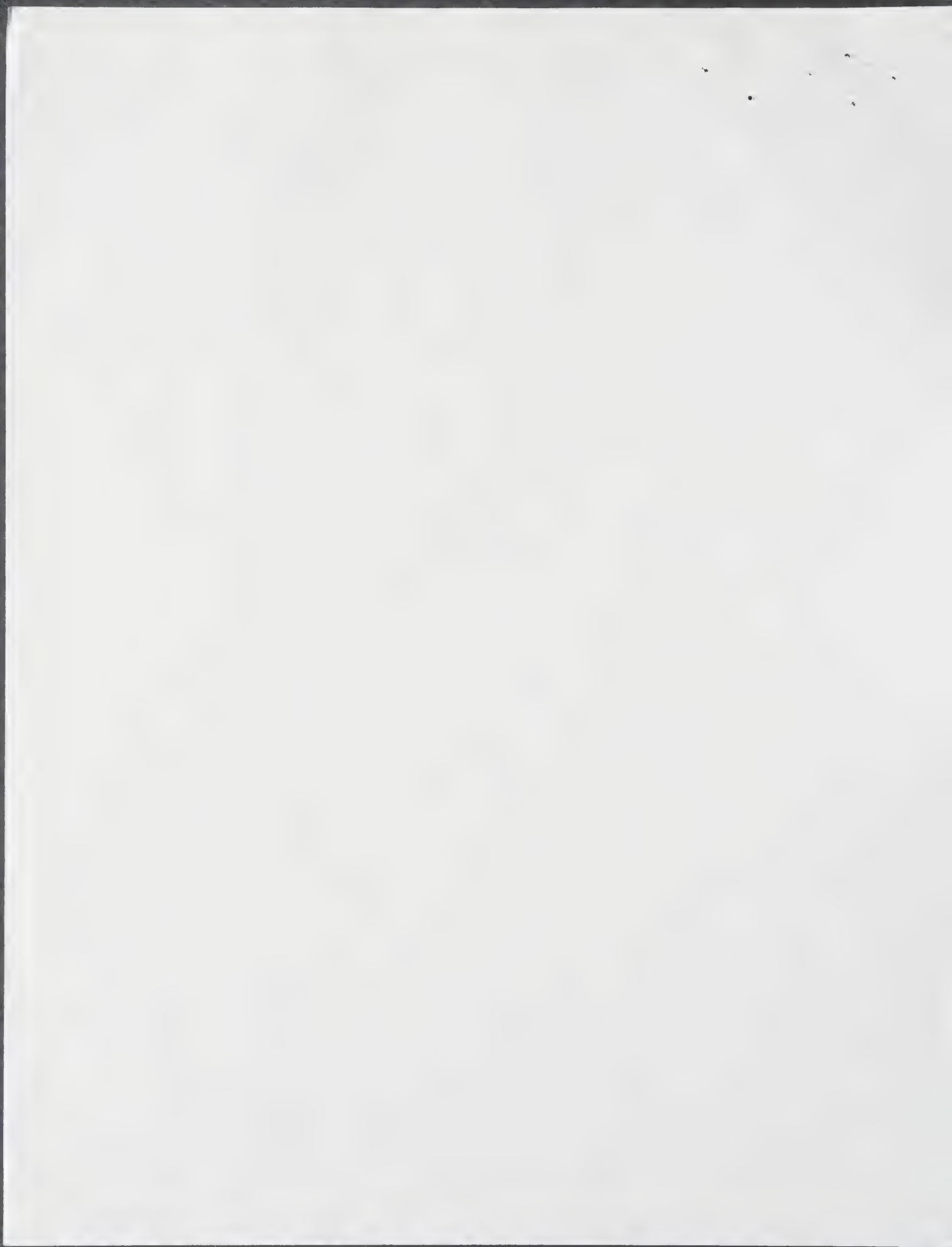
*I have 3 more leads*

*✓ Bristol Myers / Squibb*

*Leadele*

*✓ Pfizer*

*May I mention Cilag?*



COMMUNICATION REPORT

UNIT NUMBER, DATE, TIME, AREA, DISTANCE

NAME

RECEIVED

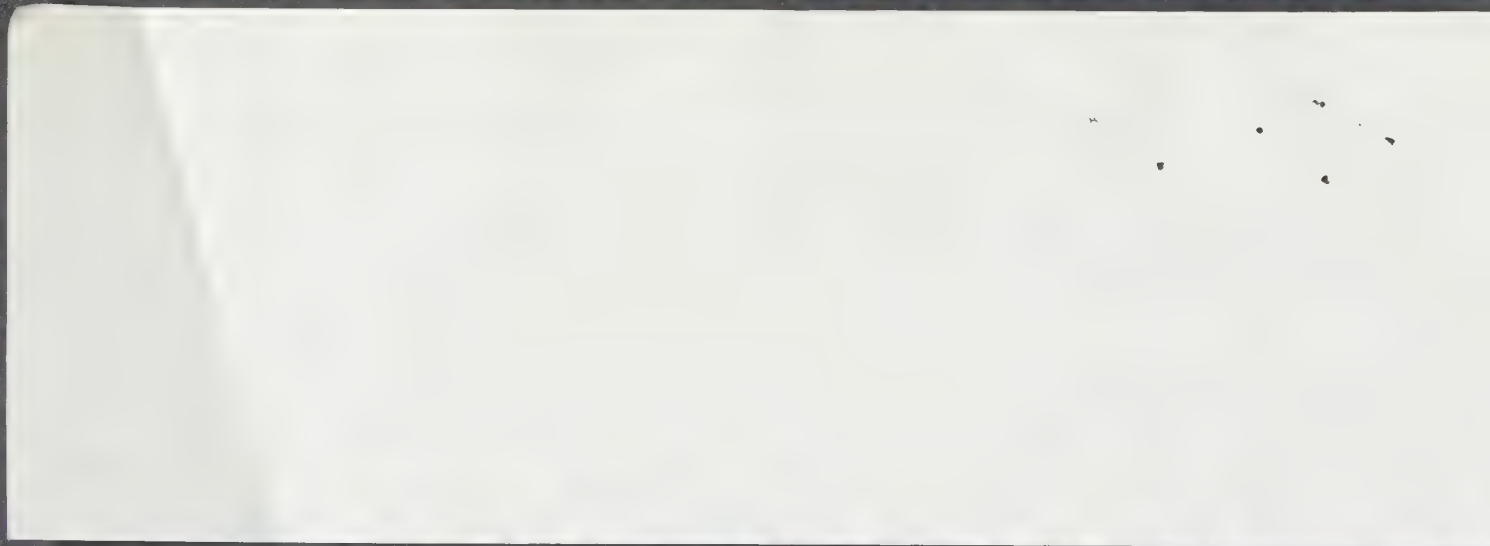
PRICE

DATE

RECEIVED

1

11



**CILAG LTD**  
Post Office 201 109  
Ch 8201 Schaffhausen



**TELEFAX**

To: **Dr. Alfred P. Bell**  
U 31 27 44  
Post No. 10000  
October 3, 1974

From: **Dr. Alfred P. Bell**  
Suite 522  
112 Park Ave  
NY 10022-3777  
New York, NY 10022

*[The body of the telex message is extremely faint and illegible. It appears to contain several paragraphs of text.]*







Product Name  
Product Code

Product Code

Product Name

Code

Product Name

Code

Product Name

Product Name

Product Name

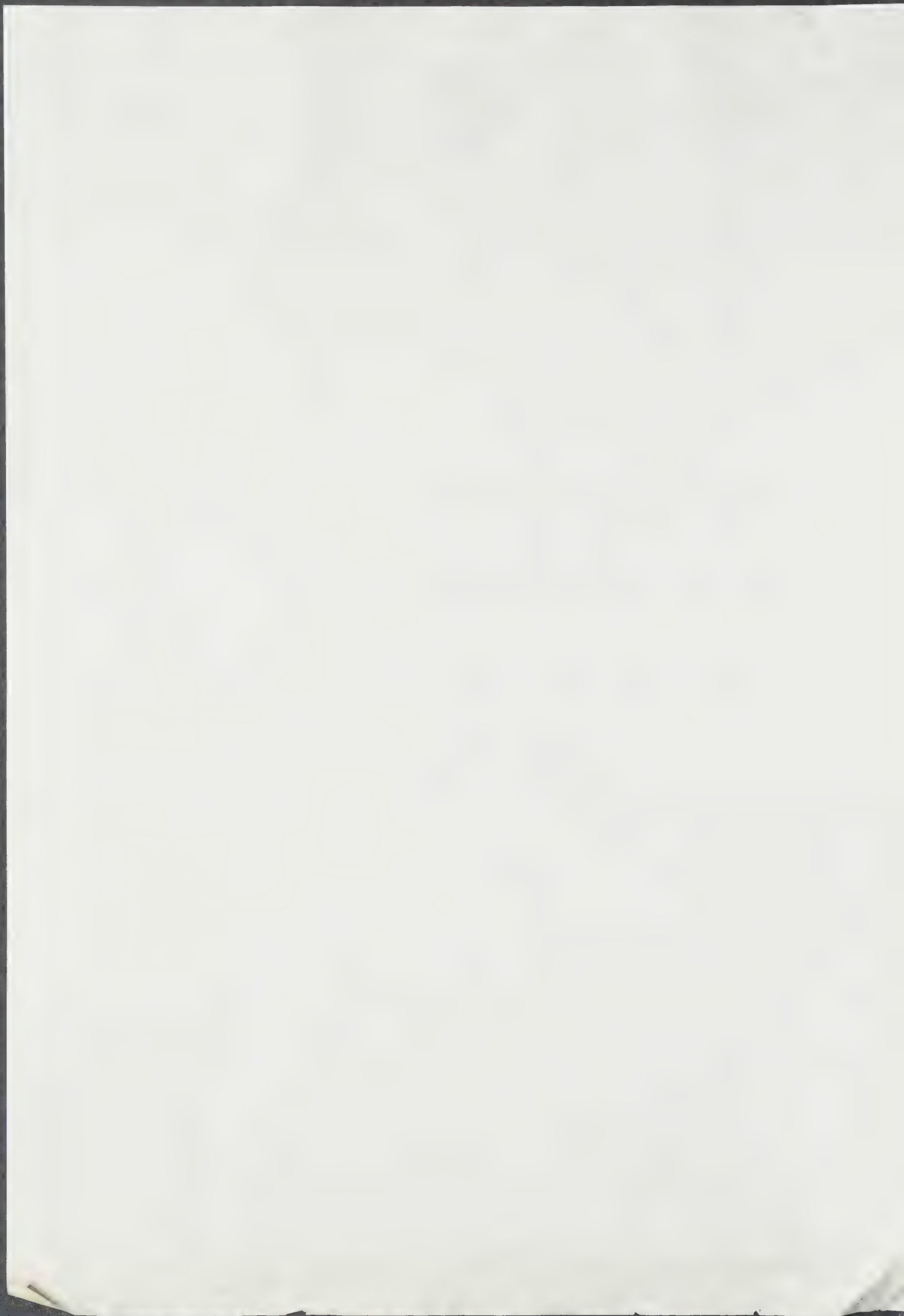
Product Name

Product Name

Product Name

Product Name

Product Name



FAX FROM

*DR. ALFRED R. BADER*  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone: 414/277-0730  
Fax: 414/277-0709

May 10, 1995

To: Dr. Erich Hammer  
Cilag Ltd.  
Fax: 41-53-829-567

Dear Erich:

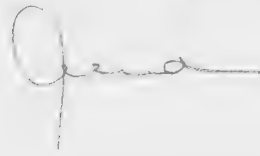
I just received a rather puzzling query about 2,6-diisopropylphenol.

You will recall that I faxed you that this is actually being made now by the Herdillia Chemical Ltd., New Bombay, India. The phone number is 91-22-768-1154, and their fax number is 91-22-767-1848. The man to talk to is Dr. Bansi Shende.

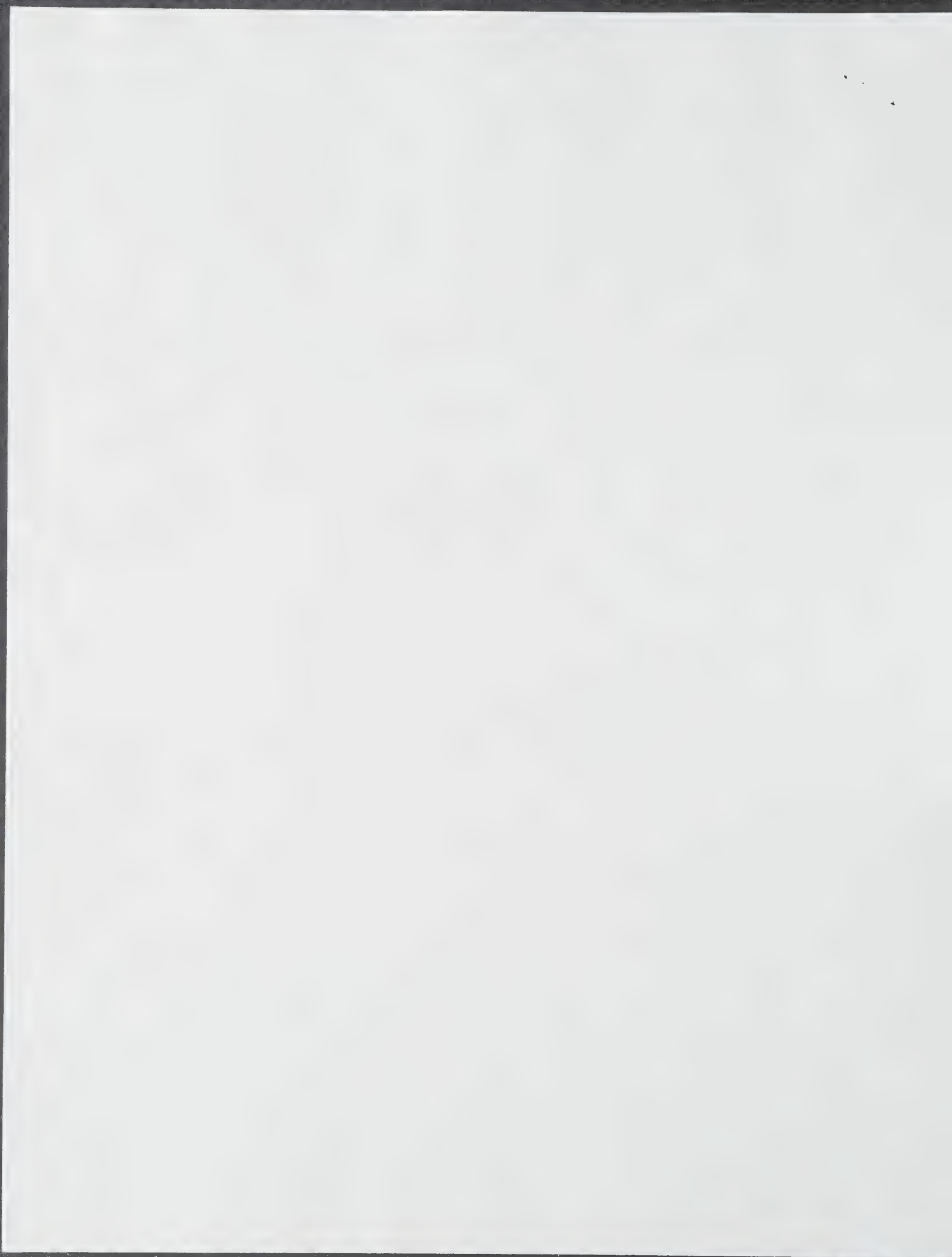
Oddly, they report that they have not heard a word from you.

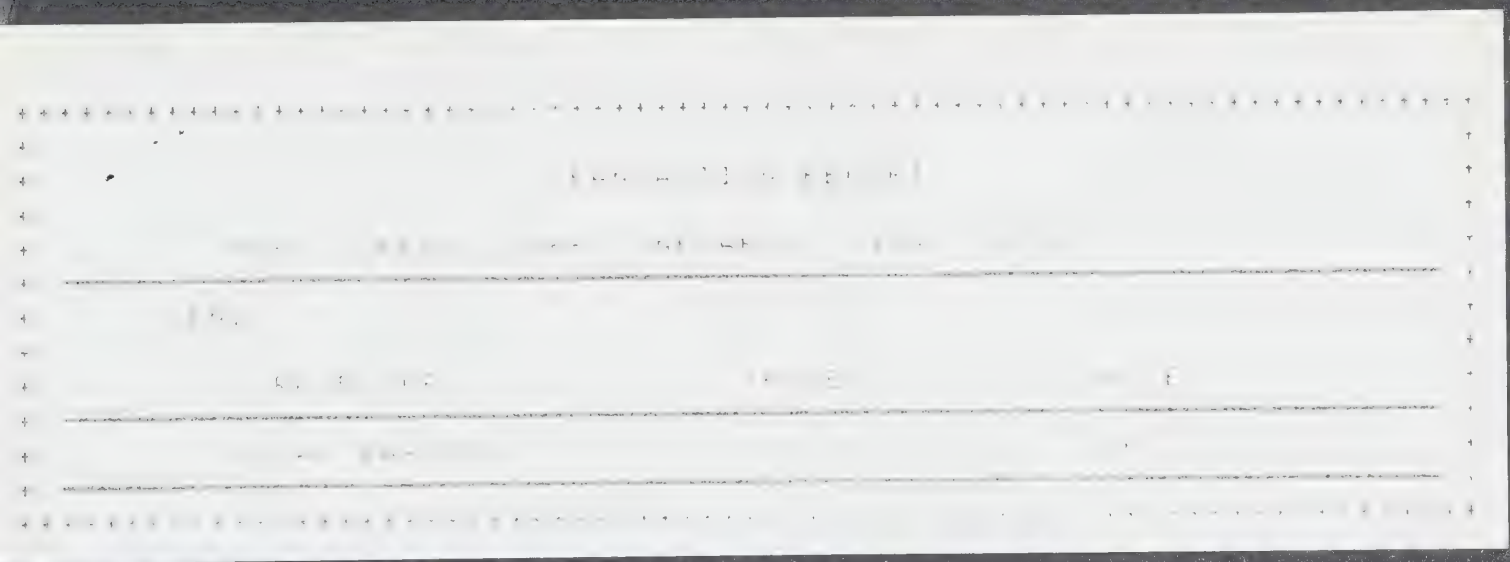
I am just leaving for England this afternoon and can be reached at 44-1424-222-223 for the next week.

Best wishes,

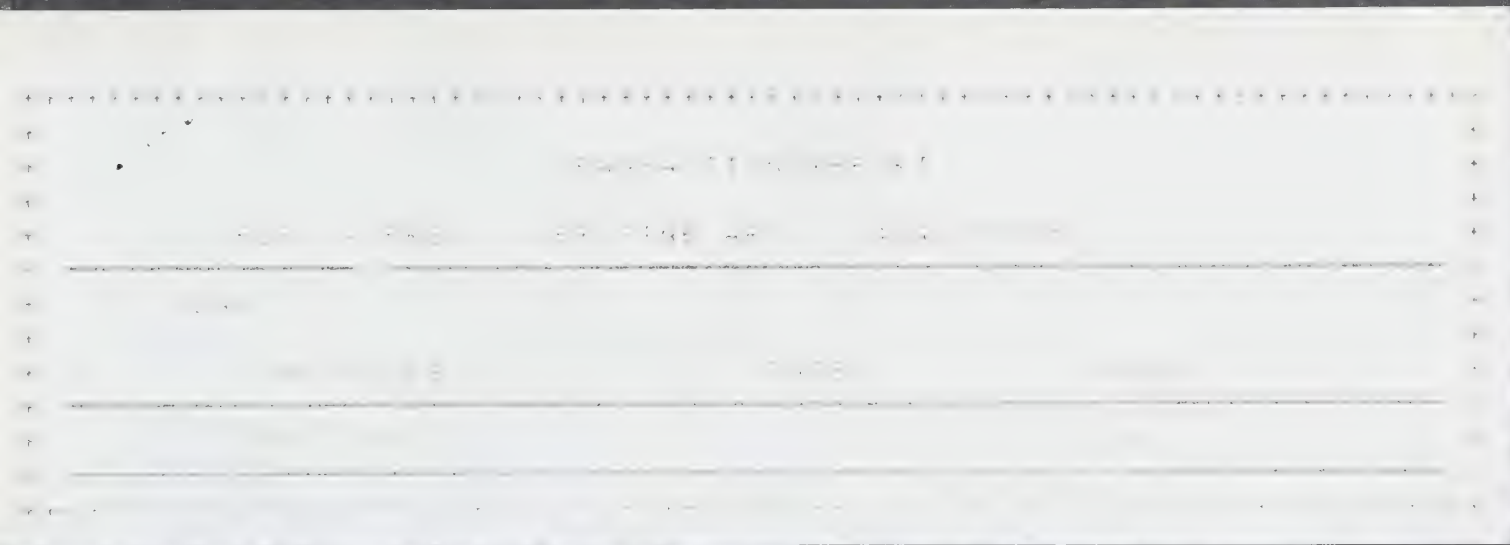


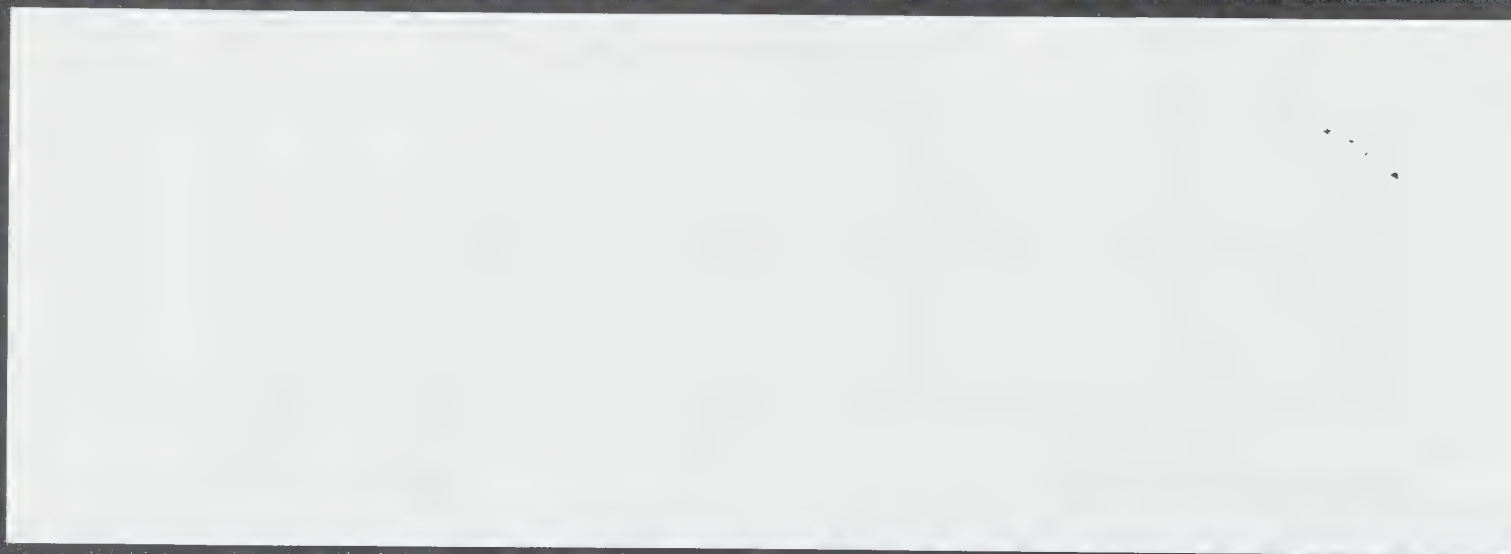
AB/cw













**FAX FROM**

*DR. ALFRED R. BADER*

Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone: 414/277-0730  
**Fax: 414/277-0709**

May 10, 1995

To: Dr. Erich Hammer  
Cilag Ltd.  
Fax: 41-53-829-567

Dear Erich:

Please don't think for a moment that I have forgotten about your fax of May 5th regarding 2,6-di-isopropylphenol.

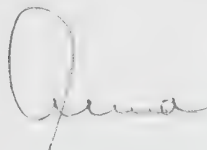
It is just a very difficult problem. I have spoken to a number of producers both in the United States and abroad and have not yet found the right source.

The problem is two-fold:

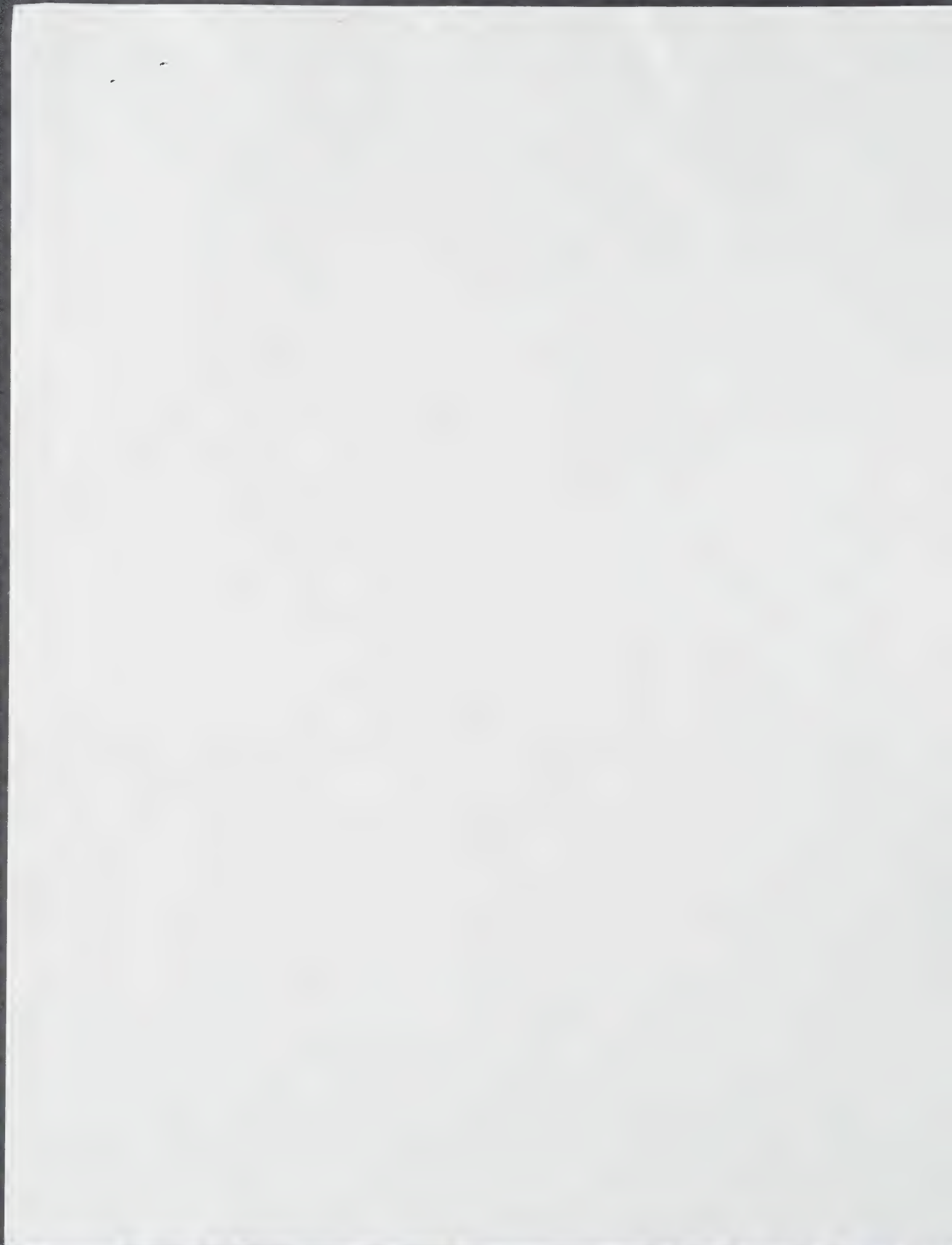
- 1) Every potential manufacturer knows that the Ethyl Corporation offered this at \$5/pound, and so the cost must be tremendously low. Hence, any new producer fears the competition.
- 2) Secondly, the demand is only for a ton or at most, a few tons.

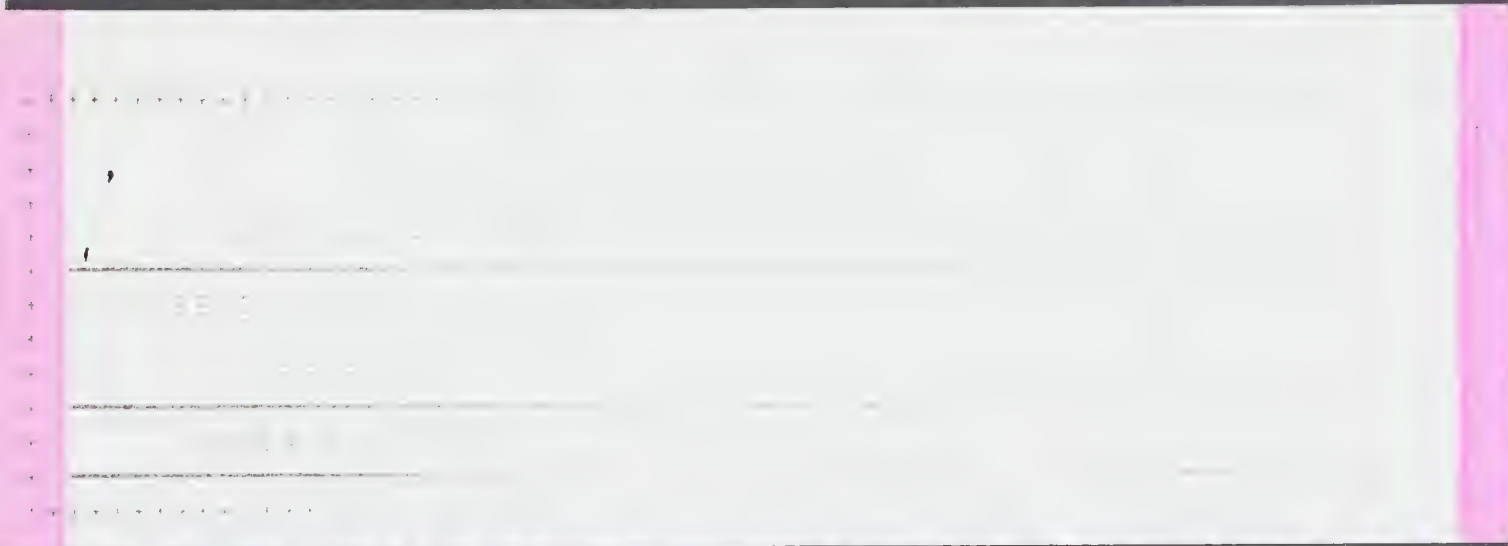
I will keep trying.

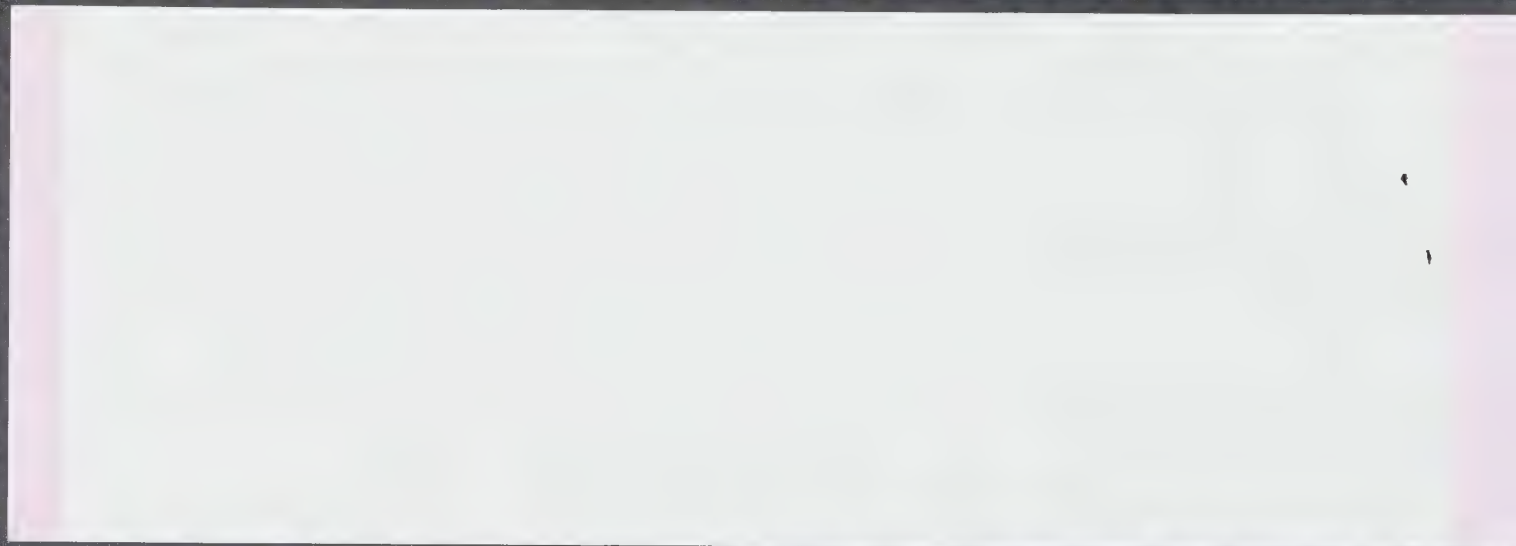
Best wishes, as always,



AB/cw







# Cilag AG

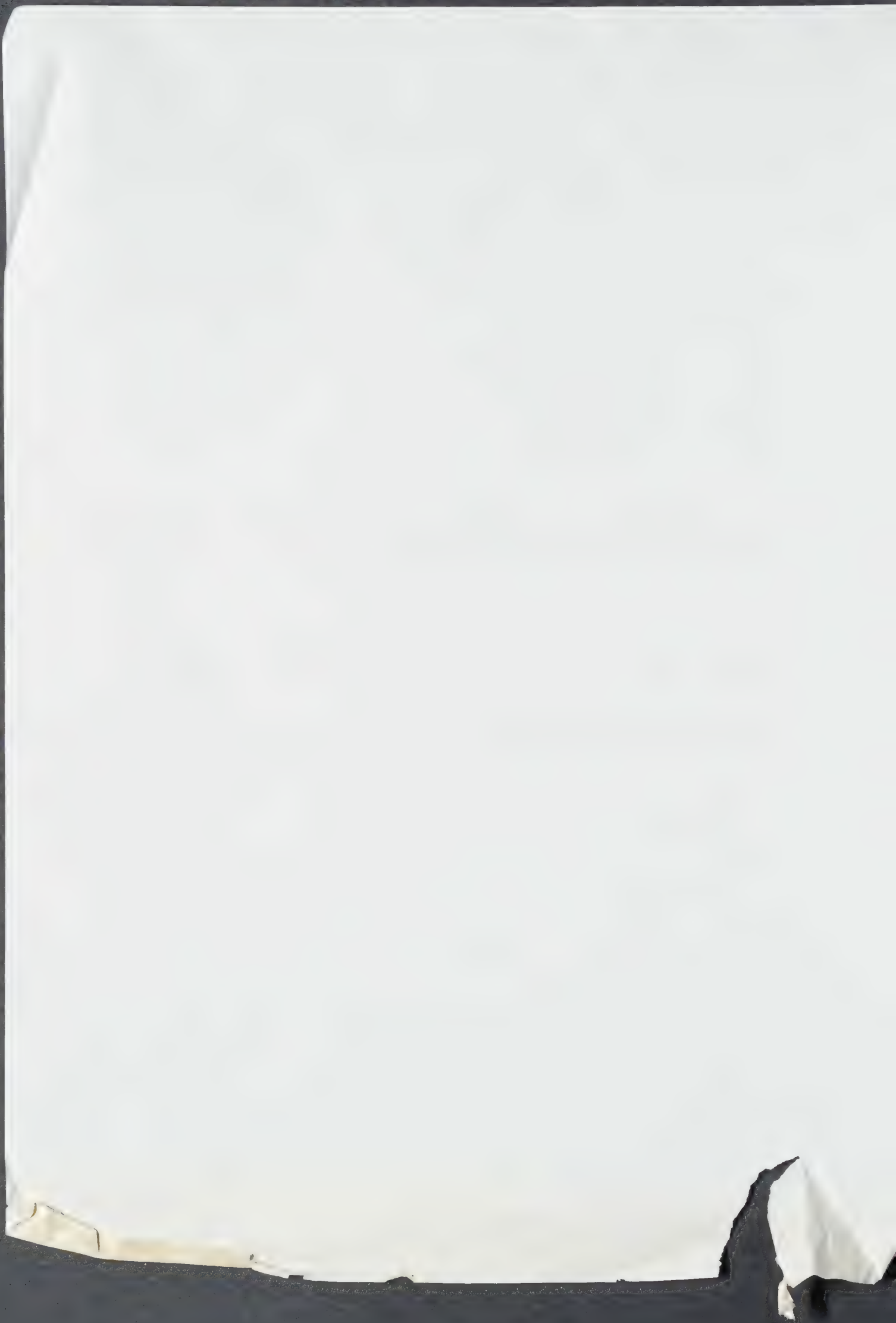
Basel, Switzerland  
1914

Chemist: Dr. [Name]  
An: [Address]  
Tel: [Number]  
Basel: [Address]  
Basel: [Address]

Basel, Switzerland

Basel, Switzerland

Basel, Switzerland



**FAX FROM**

**DR. ALFRED R. BADER**  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone: 414/277-0730  
Fax: 414/277-0709

May 10, 1995

To: Dr. Erich Hammer  
Cilag Ltd.  
Fax: 41-53-829-567

Dear Erich:

Good news!

2,6-dip is made on quite a large scale by the Herdillia Chemical Company in Bombay, India.

The man to talk to is Dr. Bansi Shende.

Their phone numbers are 91-22-768-1153 and 768-1154, and their fax number is 91-22-767-1848.

The price will depend on how pure you need the material to be. They obviously make it by a direct alkylation, and the impurity is the 2,4-isomer.

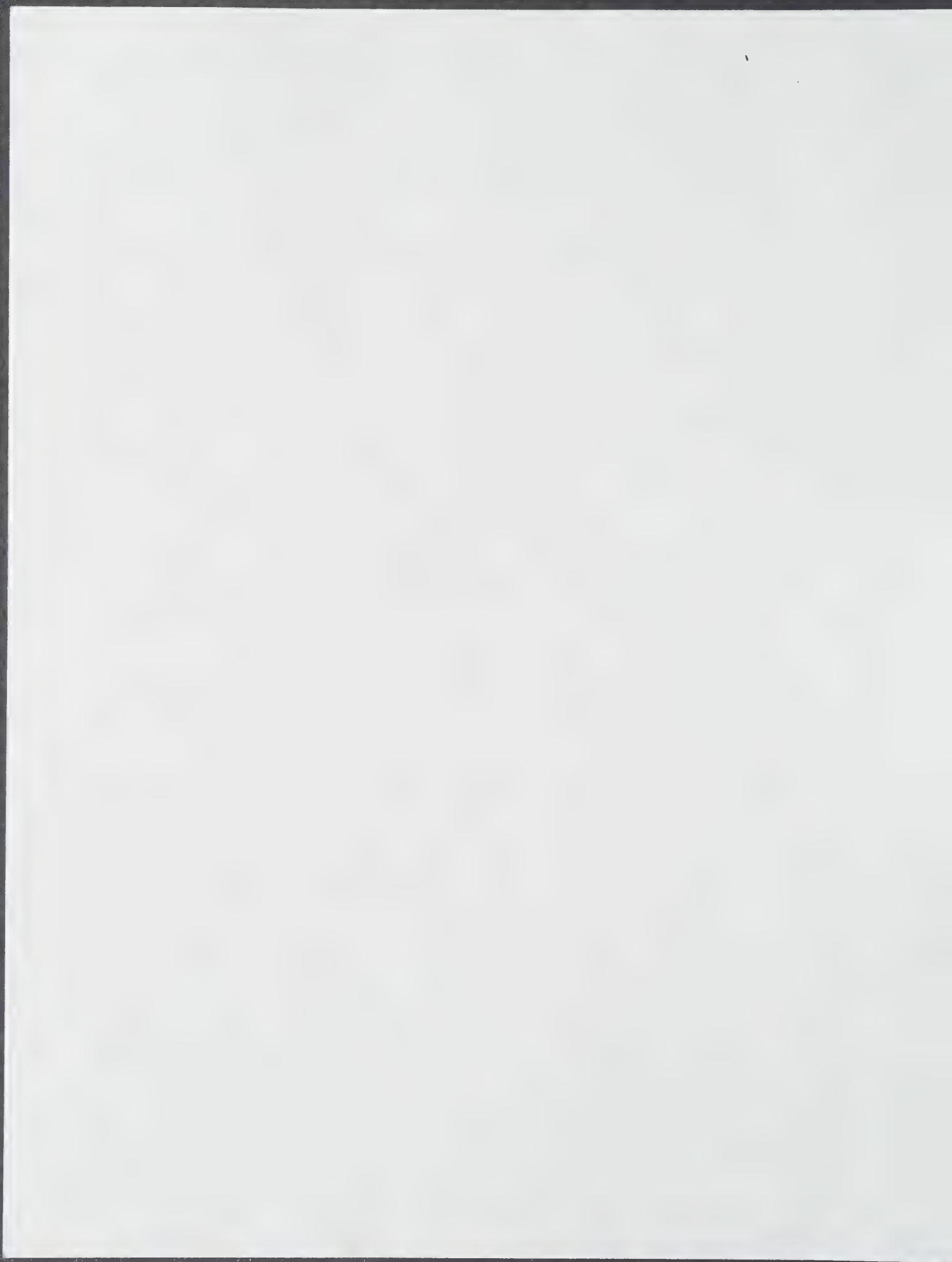
Please do let me know what develops.

Best wishes, as always,

*Best wishes  
from Alfred*

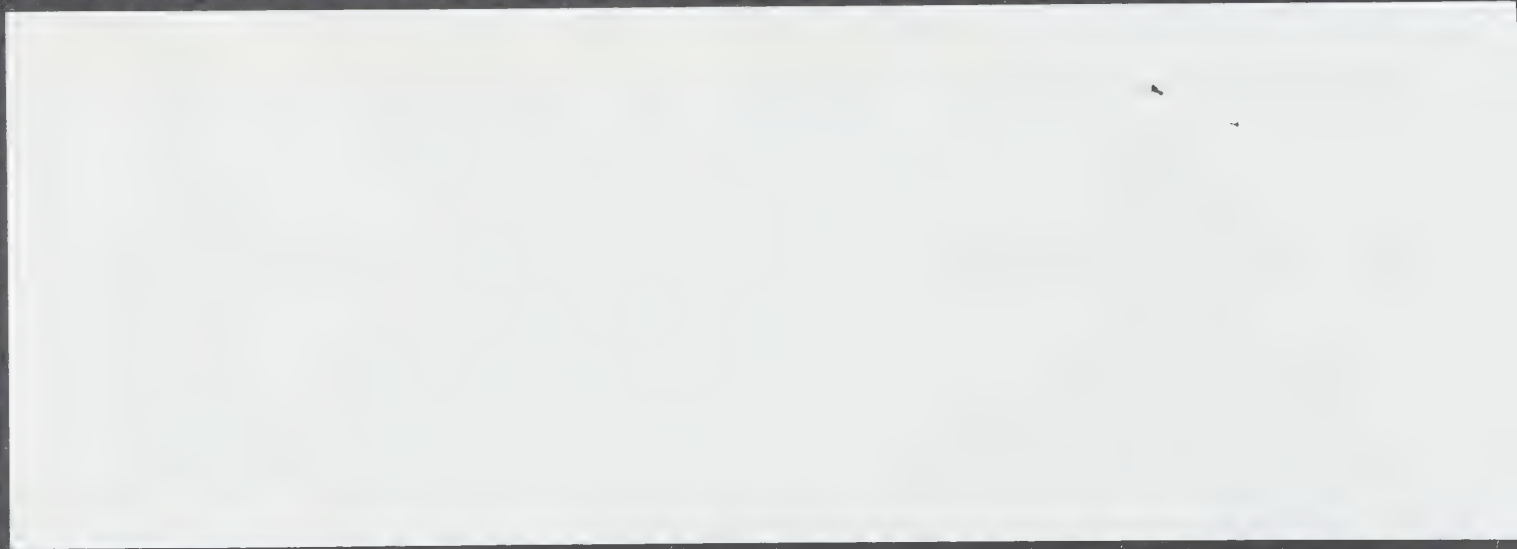
*Alfred*

AB/cw











ALFRED BADER FINE ARTS

DR. ALFRED BADER

March 23, 1995

ESTABLISHED 1961

Dr. Reinhard Schlögl  
Mariahilferstraße 35  
1060 Vienna  
Austria

Dear Dr. Schlögl:

I have just learned recently that the Austrian government is, indeed, issuing a postage stamp in honor of Josef Loschmidt. This must make you feel very proud, because you must say to yourself that without your efforts, this would not have happened.

Of course, I very much look forward to thanking you personally during the Loschmidt Symposium. Isabel and I plan to arrive in Vienna late in the afternoon of June the 23rd and then stay through the Symposium.

In this connection, may I ask you for a favor?

I know from discussions with Dr. Robert Rosner that books will be sold at the Symposium. My autobiography, of which I enclose cover and details, has just appeared published by another old Viennese, Lord Weidenfeld.

One chapter in that autobiography, Chapter 16, deals with Josef Loschmidt and, of course, mentions the key part played by the antiquarian bookseller, Deuticke, in making the original little book available to Richard Anschütz.

Could I impose on you to visit Mr. Moser at Deuticke and suggest to him that it would be fitting for Deuticke to offer my autobiography? All the details of how to obtain the book from Weidenfeld in London are enclosed.

My very able English agent, Jeffrey Simmons, is negotiating on a German translation, but that, of course, will take time.

I very much look forward to meeting you personally in June.

With all good wishes, I remain,

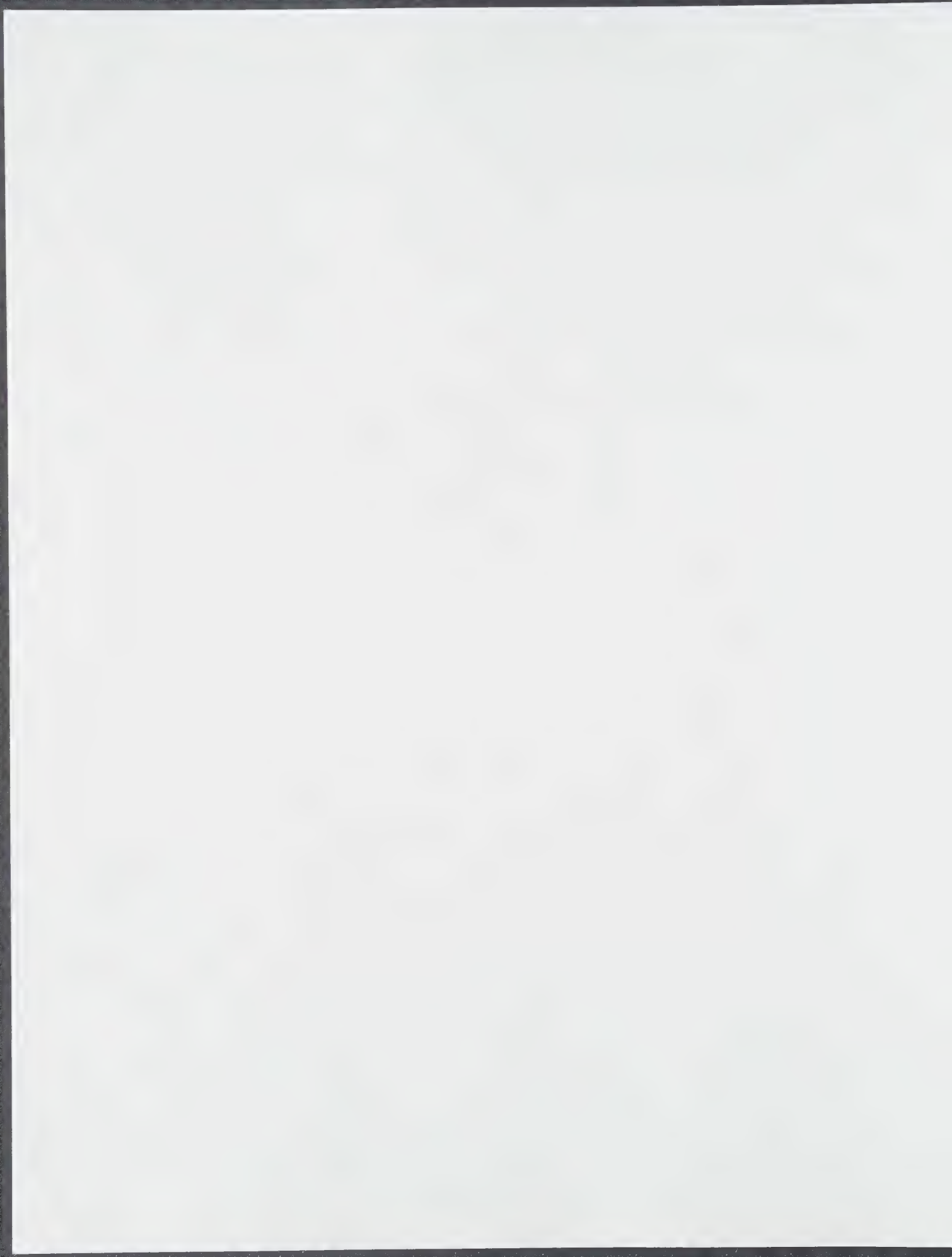
Yours sincerely,

*Freudliche Grüsse*  
*Alfred Bader*

AB/cw  
Enclosure

cc: Dr. Robert Rosner

*By Appointment Only*  
ASTOR HOTEL SUITE 622  
924 EAST JUNEAU AVENUE  
MILWAUKEE WISCONSIN USA 53202  
TEL 414 277-0730 FAX 414 277-0709



Dr. Alfred Bader  
2961 North Shepard Avenue  
Milwaukee, Wisconsin 53211

October 6, 1994

Dr. Richard Partyka  
Executive Director  
Chemical Processing  
Bristol-Myers-Squibb  
P.O. Box 191  
New Brunswick, New Jersey 08903

Dear Richard:

You must have realized how very much I enjoyed being able to chat with you today. I so enjoyed my visits with you in Syracuse, and I am just delighted to know how well you have done at Bristol-Myers.

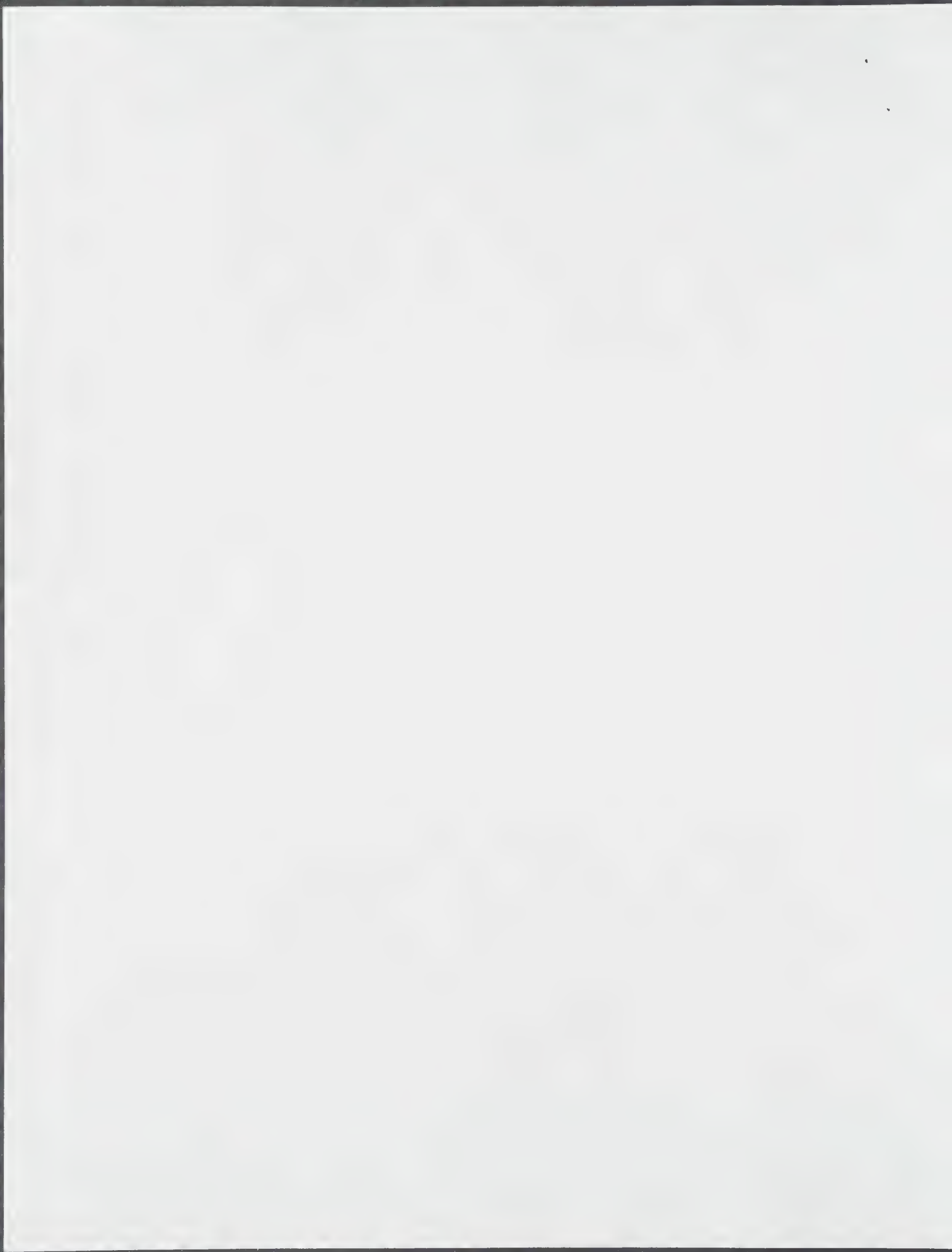
Let me confirm what I told you today about Cilag in Schaffhausen, Switzerland. Cilag is part of Johnson & Johnson, with an excellent plant equipped to make a great many compounds, not just peptides, although peptide chemistry is one of their great strengths.

Years ago, Aldrich used to purchase from them tonnage lots of difficult-to-make heterocyclics like quinuclidines.

Cilag's great strength lies in the scaling up of industrial syntheses, and they are well versed with all the regulatory documentation required in the U.S. Secrecy and confidentiality are guaranteed.

I appreciated your telling me today that at the moment you do not have any peptides in your pipeline, and I understand that particularly after your merger with Squibb you have a good deal of available plant capacity. Still, in the future you might have need of a company like Cilag. Should that happen, please contact the very able man in charge of Cilag's production, Dr. Erich Hammer:

Cilag Ltd.  
Hochstrasse 201/209  
CH8201 Schaffhausen, Switzerland  
Telephone 53 829 111  
Fax 53 829 444

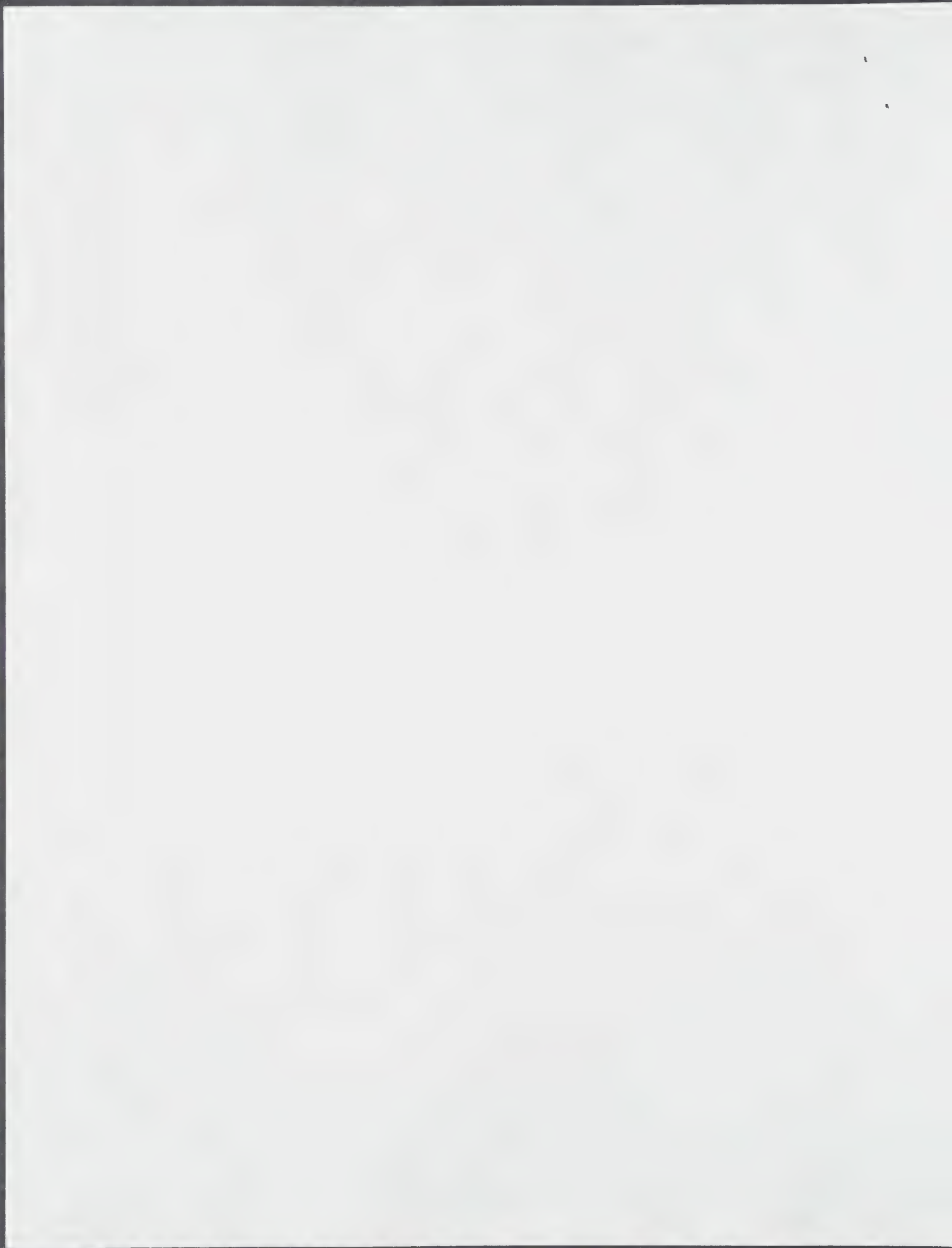


Dr. Richard Partyka  
Bristol-Myers-Squibb  
October 4, 1994  
Page Two

Do you plan to be at the A.C.S. meeting in California next April? Isabel and I plan to attend as I am to receive the Parsons Award, and it would give me such pleasure if we could chat about old times. Alternately, should your travels every bring you to Milwaukee, we will be happy to see you.

All good wishes.

Sincerely,





FAX TRANSMITTAL SHEET

Dr. Alfred Bader  
2961 North Shepard Avenue  
Milwaukee, Wisconsin 53211  
Telephone 414 962 5169  
FAX 414 962 8322

August 2, 1994

TO: Dr. David Bowlin  
Hoffmann-La Roche  
201 235 2814

Dear Dr. Bowlin:

You must have realized how happy I was to learn during our telephone conversation this afternoon that Roche is, in fact, looking for the scale-up of some peptides.

Please do contact Dr. Erich Hammer, Vice President, Operations Chemicals of Cilag Ltd., Hochstrasse 201/209, CH8201 Schaffhausen, Switzerland, telephone 011 41 53 829 307, fax 011 41 53 829 444.

Cilag has had a great deal of experience in scaling up the production of peptides, and I do believe that you will find them competent and reasonable.

All good wishes.

Sincerely,

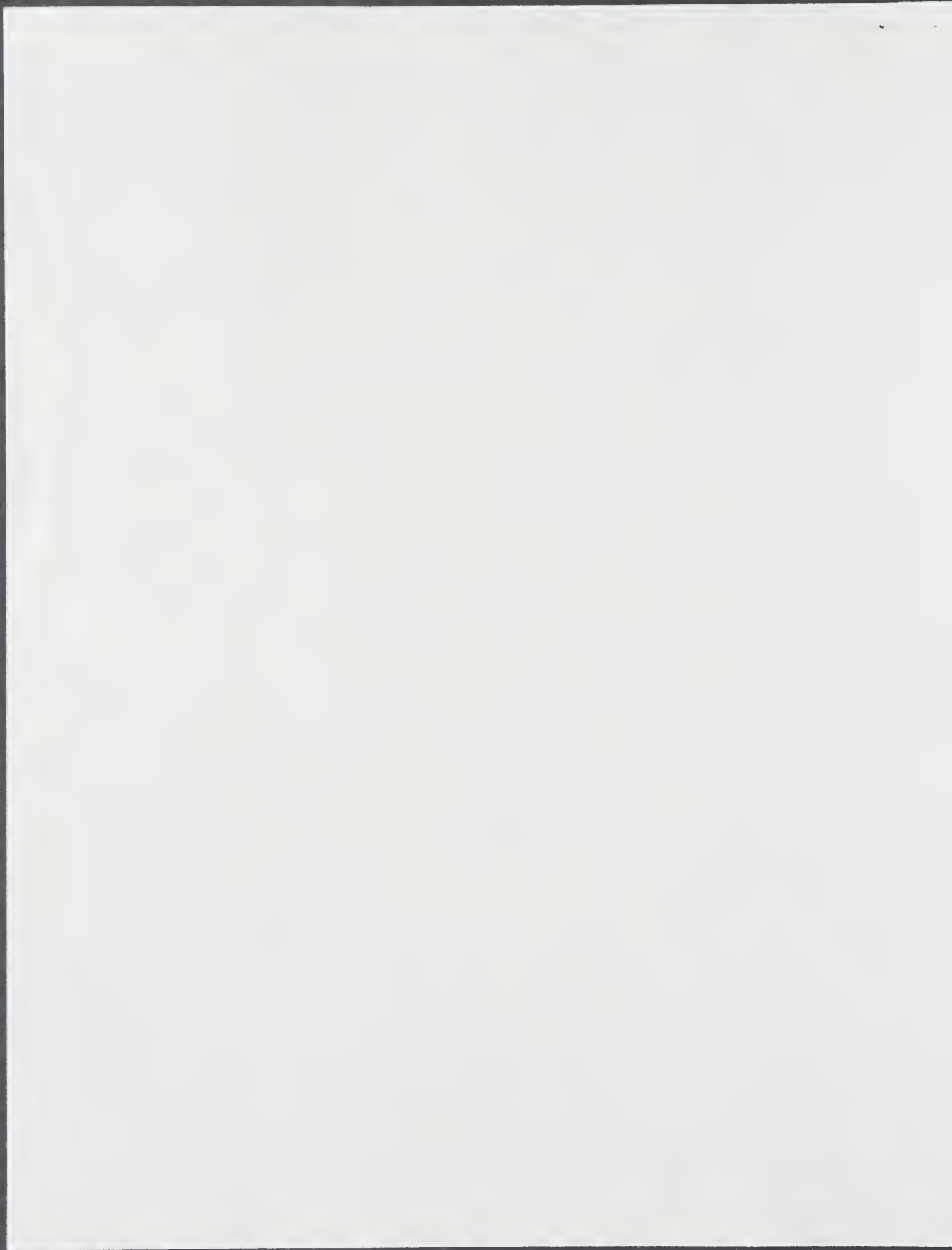
Dr. E. Hammer

Dr. Bowlin sagte mir gerade,  
dass Roche eine Firma sucht, die  
Peptide in größeren Mengen herstellen könnte.

Bette Lippert

Alfred Bader

FAX an Dr. Hammer



FAX FROM

DR. ALFRED R. BADER  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone 414-277-0730  
Fax No. 414-277-0709

July 28, 1994

To: Dr. Arthur M. Felix  
Peptide Research Department  
Hoffmann-La Roche, Inc.

201 235 3805

Dear Arthur:

I so enjoyed chatting with you today and learning that you are indeed looking for companies to scale up peptide syntheses for Roche.

The company which I would like to recommend highly is the company I have worked with since the early 1950's, Cilag AG in Schaffhausen, wholly owned by Johnson & Johnson.

They have scaled up some peptide syntheses to very large quantities, for instance, TP-5 (immunox), Merck Index No. 9338.

Their plant is excellent, naturally under GMP and approved by the FDA.

The man to contact is Dr. Erich Hammer, Vice President of Operations Chemicals, telephone 011 41 53 829 307. His fax number is 011 41 53 829 444.

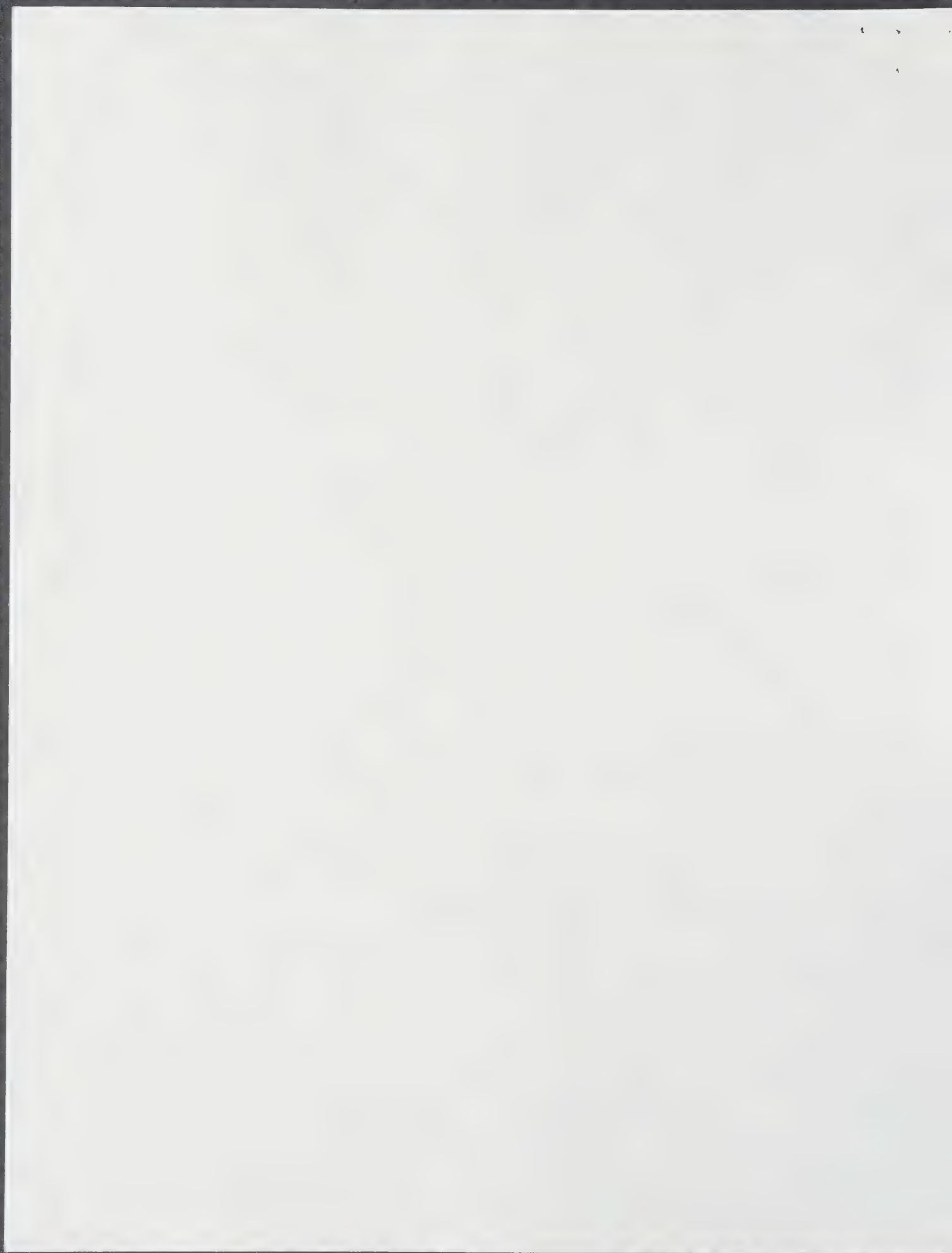
Should Dr. Hammer not be available, do talk to Dr. Hans Lehner, Cilag's Director of Chemical R & D, whose fax number is the same and whose telephone number is 011 41 53 829 297.

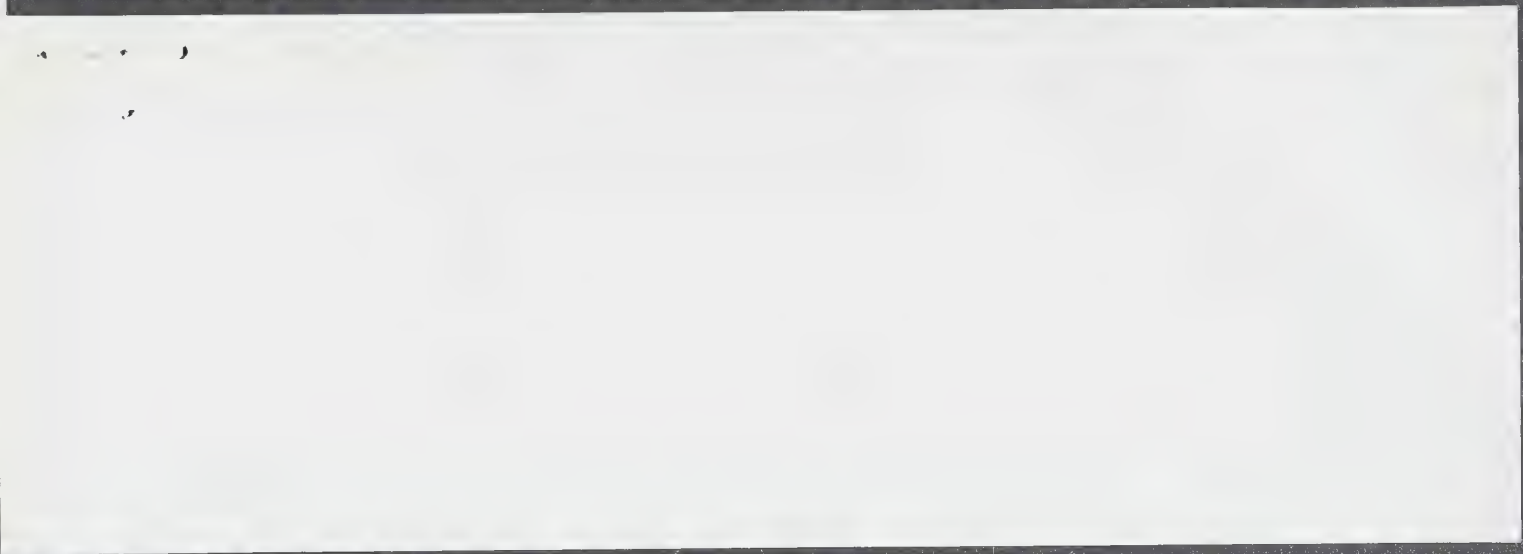
There cannot be many companies in the world with Cilag's expertise in peptide scale-up.

All good wishes.

Sincerely,









Dr. Alfred Bader  
2961 North Shepard Avenue  
Milwaukee, Wisconsin 53211

October 21, 1994

Dr. David Blum  
Lederle Laboratories  
Building 96A, Room 103  
Pearl River, New York 10965

Dear Dr. Blum:

I so enjoyed chatting with you about Cilag AG, an excellent company with fine facilities which are capable of making a great many building blocks, drug intermediates and drugs.

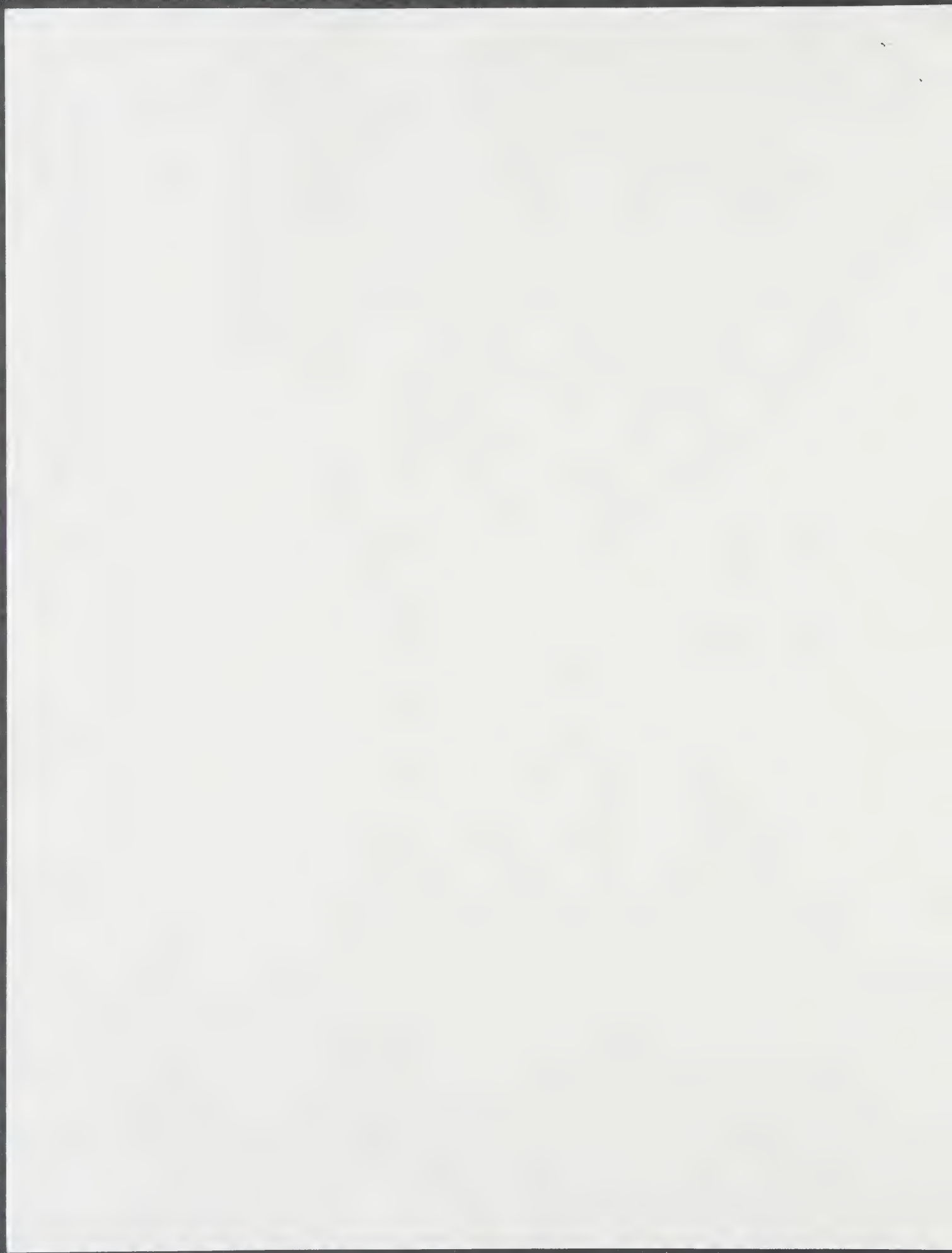
Cilag is owned by Johnson & Johnson and is thoroughly familiar with U.S. regulations and GMP.

I have told Dr. Erich Hammer, the vice president at Cilag in charge of chemical operations, of your possible interest, and I have suggested to him that he get in touch with you directly. Cilag's address is Hochstrasse 201/209, CH8201 Schaffhausen, Switzerland; Dr. Hammer's direct telephone number is 011 41 53 829 307, and his fax number is 011 41 53 829 444.

Whenever you do have requirements for drug intermediates or final drugs, please communicate with Dr. Hammer directly.

Best personal regards.

Sincerely,





Dr. David Blum

his fax 914 732 5388

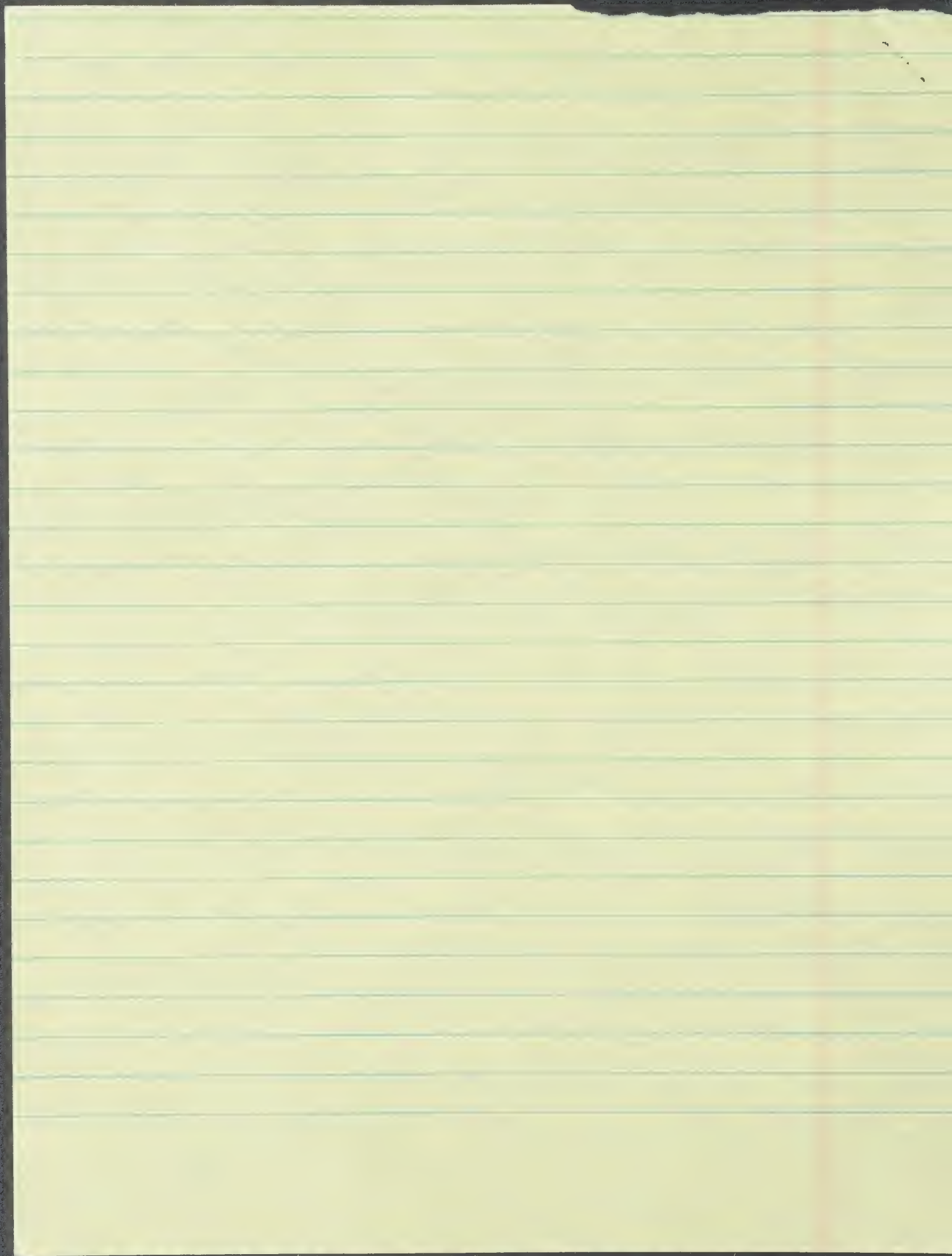
Lederle laboratory

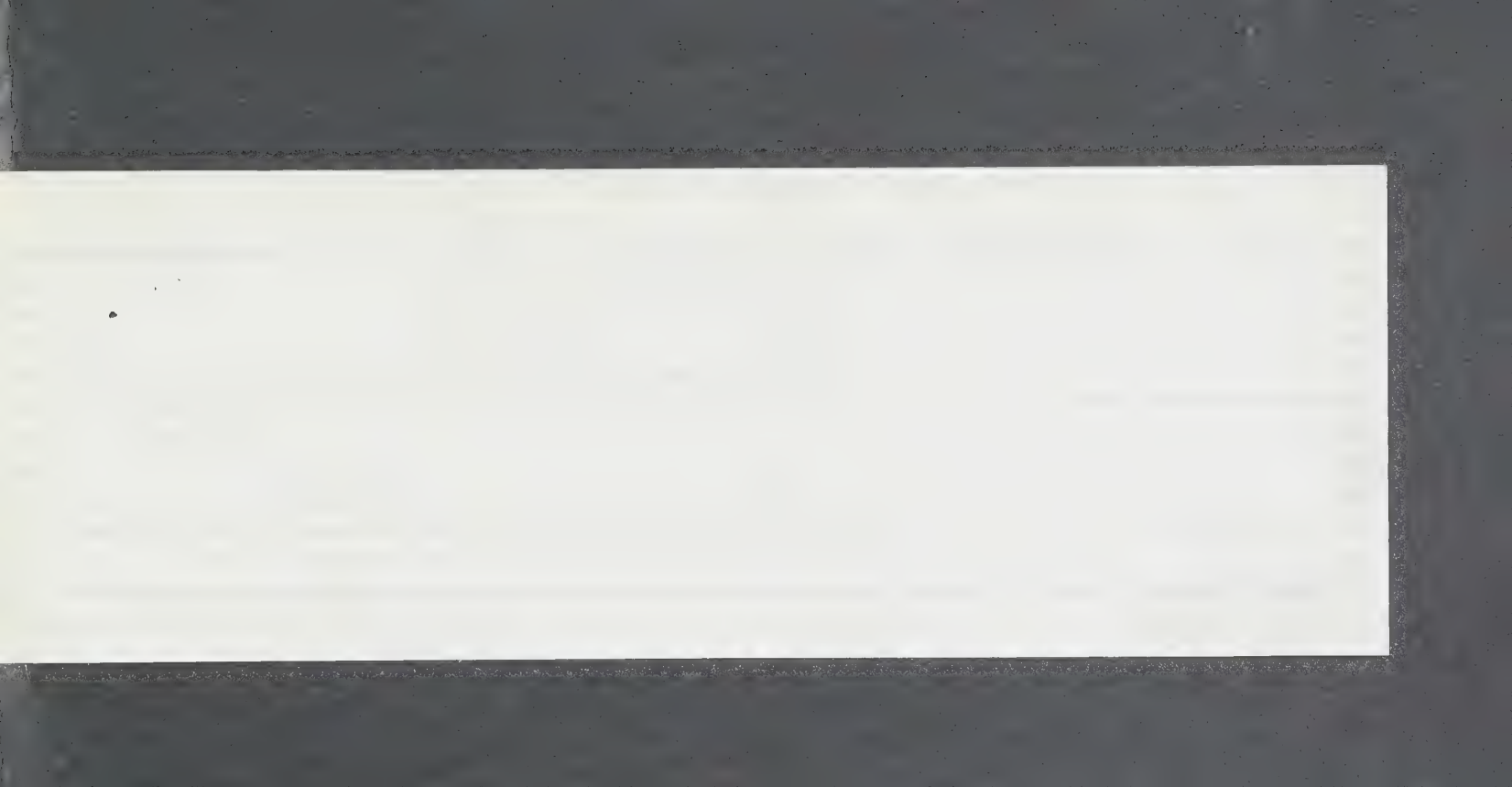
Bldey 96 A Room 103

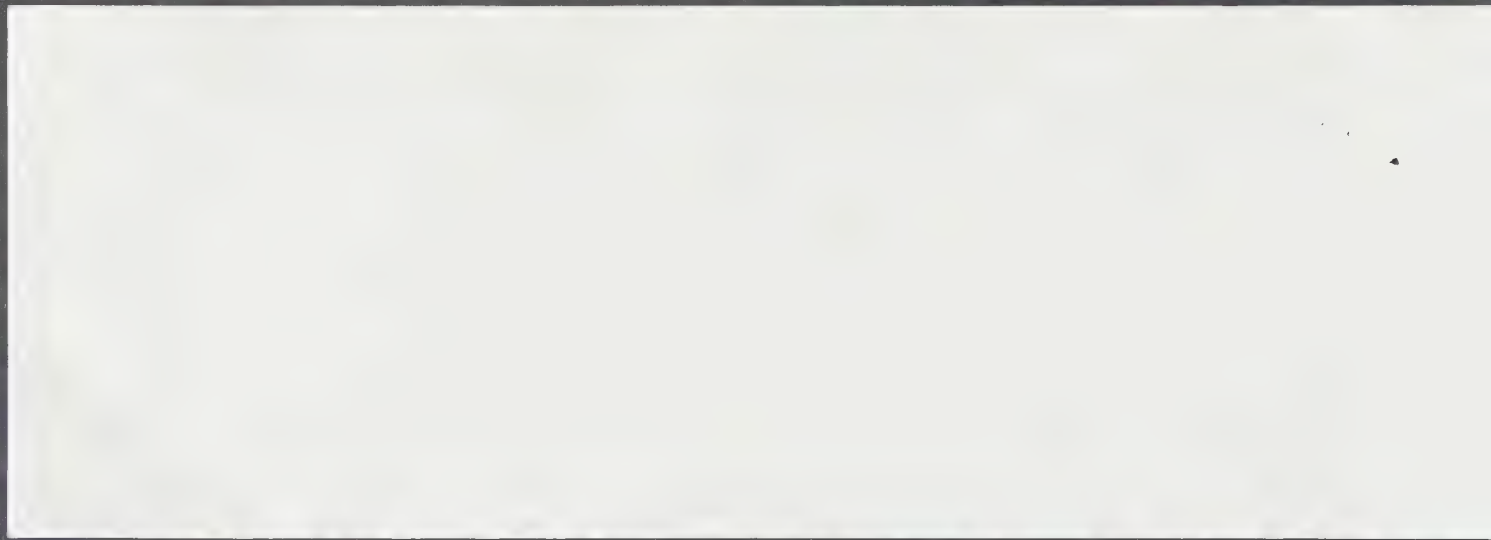
No Middletown Rd

Pearl River, NY

write to confirm







FAX TRANSMITTAL SHEET

**Dr. Alfred Bader**  
2961 North Shepard Avenue  
Milwaukee, Wisconsin 53211  
Telephone 414 962 5169  
**FAX 414 962 8322**

October 11, 1994

TO: Dr. Michael Baronian  
Cilag Ltd.  
011 41 53 829 444

Dear Mike:

I enjoyed chatting with you and look forward to seeing you soon, both in Milwaukee and Schaffhausen.

The small company that made an 8-amino acid peptide for Roche <sup>for</sup> ~~is~~ part of Roche's project which has been dropped, is called Peptosyn, Inc., headed by Dr. Parviz Lalezari.

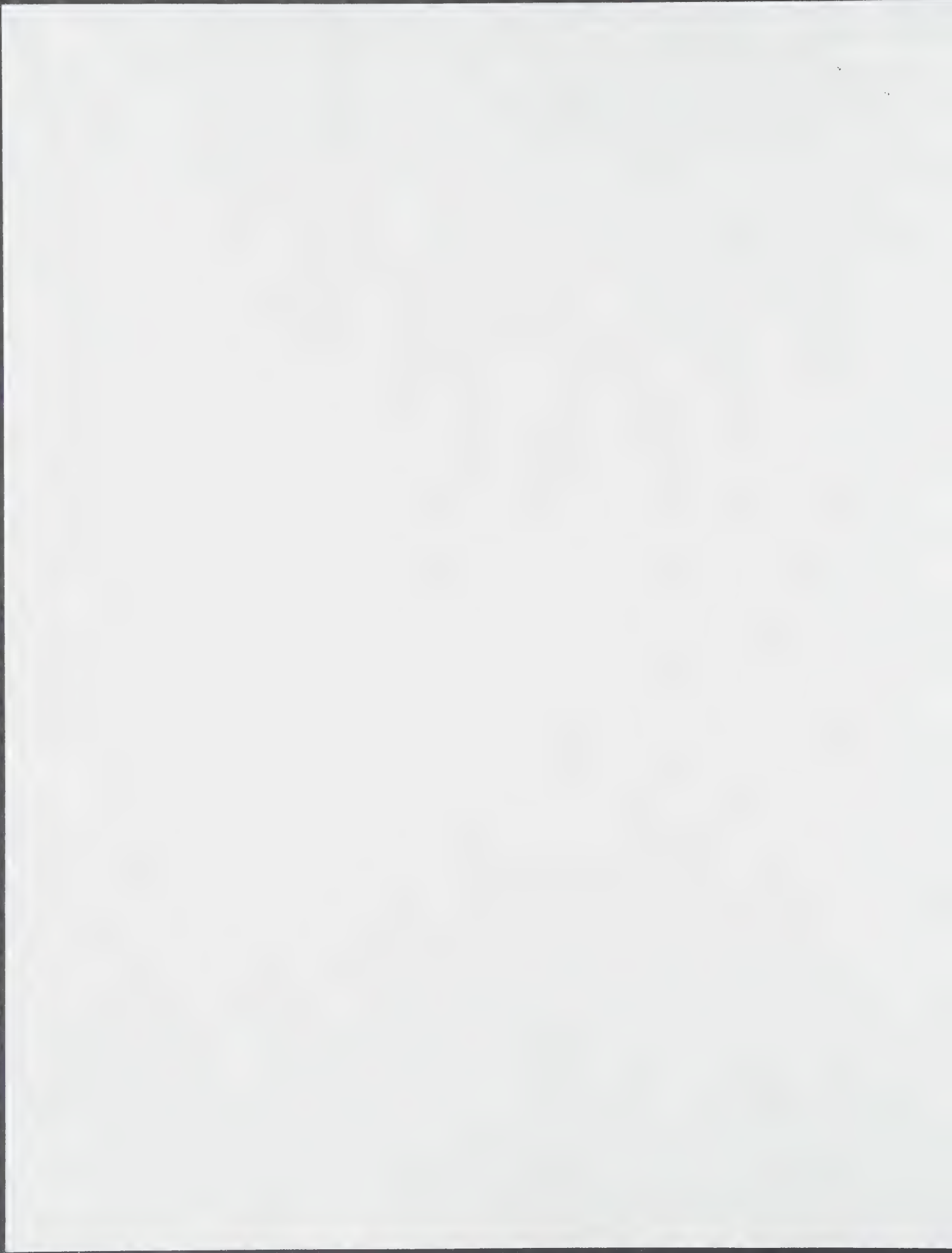
I am mailing you their price list and faxing you the top sheet with their phone and fax numbers.

Best regards, also to Bert and Erich.

Sincerely,



Enclosure





**PEPTOSYN, INC.**

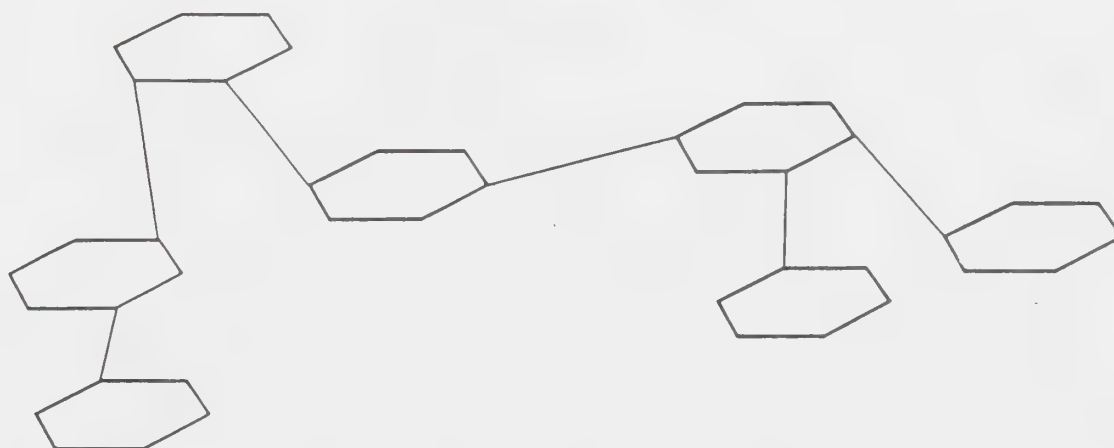
**PRODUCTS AND PRICE LIST**

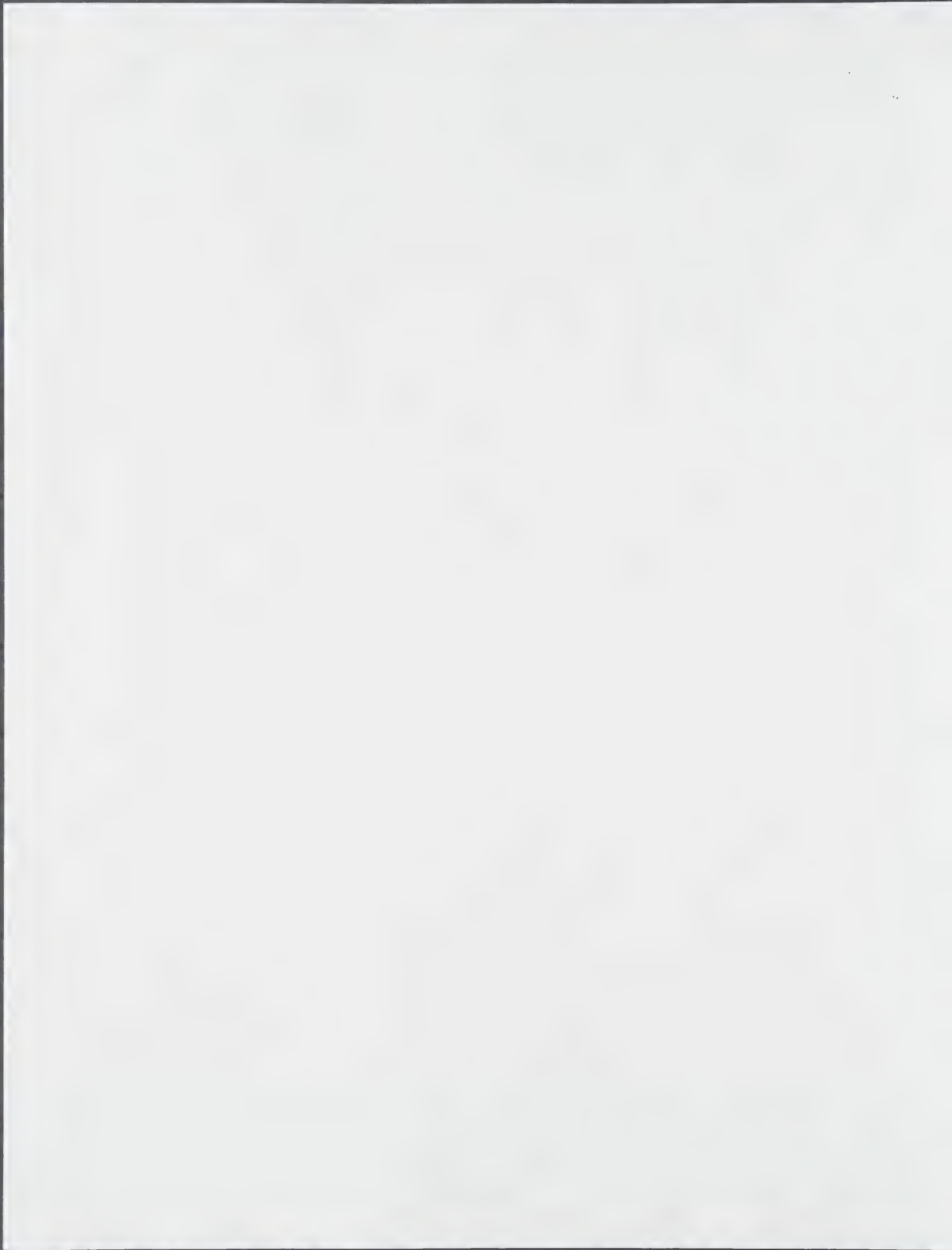
*Special Offers*

*Spring 1993*

This price list reflects a series of special offerings and is only a part of Peptosyn's products.

All Peptides and Chemicals synthesized at Peptosyn are controlled by Analytical and Spectroscopical methods including HPLC. HPLC data sheet will be provided with each delivery. Other analytical information such as UV, NMR, FTIR spectra will be made available upon request.







Dr. Alfred Bader  
2961 North Shepard Avenue  
Milwaukee, Wisconsin 53211

October 21, 1994

Mr. Anin Bhatt  
G. D. Searle & Company  
4901 Searle Parkway  
Skokie, Illinois 60077

Dear Mr. Bhatt:

It was such a pleasure to chat with you about Cilag AG.

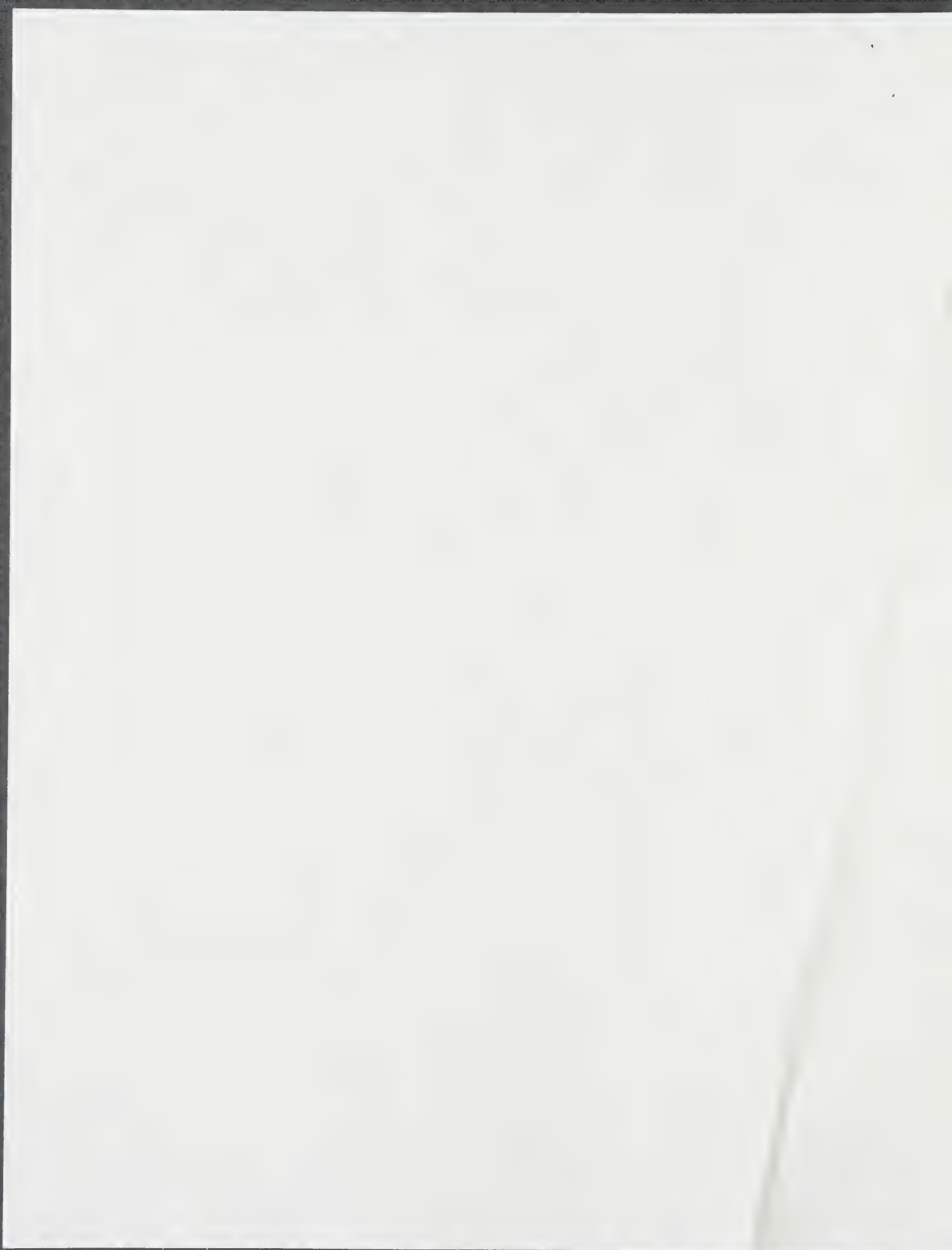
Cilag is an excellent company with a fine plant which is capable of making a great many building blocks, drug intermediates and drugs. Among their great strengths are syntheses of heterocyclics and peptides.

Cilag is owned by Johnson & Johnson and is thoroughly familiar with U.S. regulations and GMP.

I have told Dr. Erich Hammer, the vice president at Cilag in charge of chemical operations, of your possible interest, and I have suggested to him that he be in touch with you directly. Cilag's address is Hochstrasse 201/209, CH8201 Schaffhausen, Switzerland; Dr. Hammer's direct telephone number is 011 41 53 829 307, and his fax number 011 41 53 829 444.

All good wishes.

Sincerely,



Q1) Pease

Hauik K

10/20/94

δ

~~ANIN~~

ANIN

BHATT  
BHATT  
Bhatt

Team B

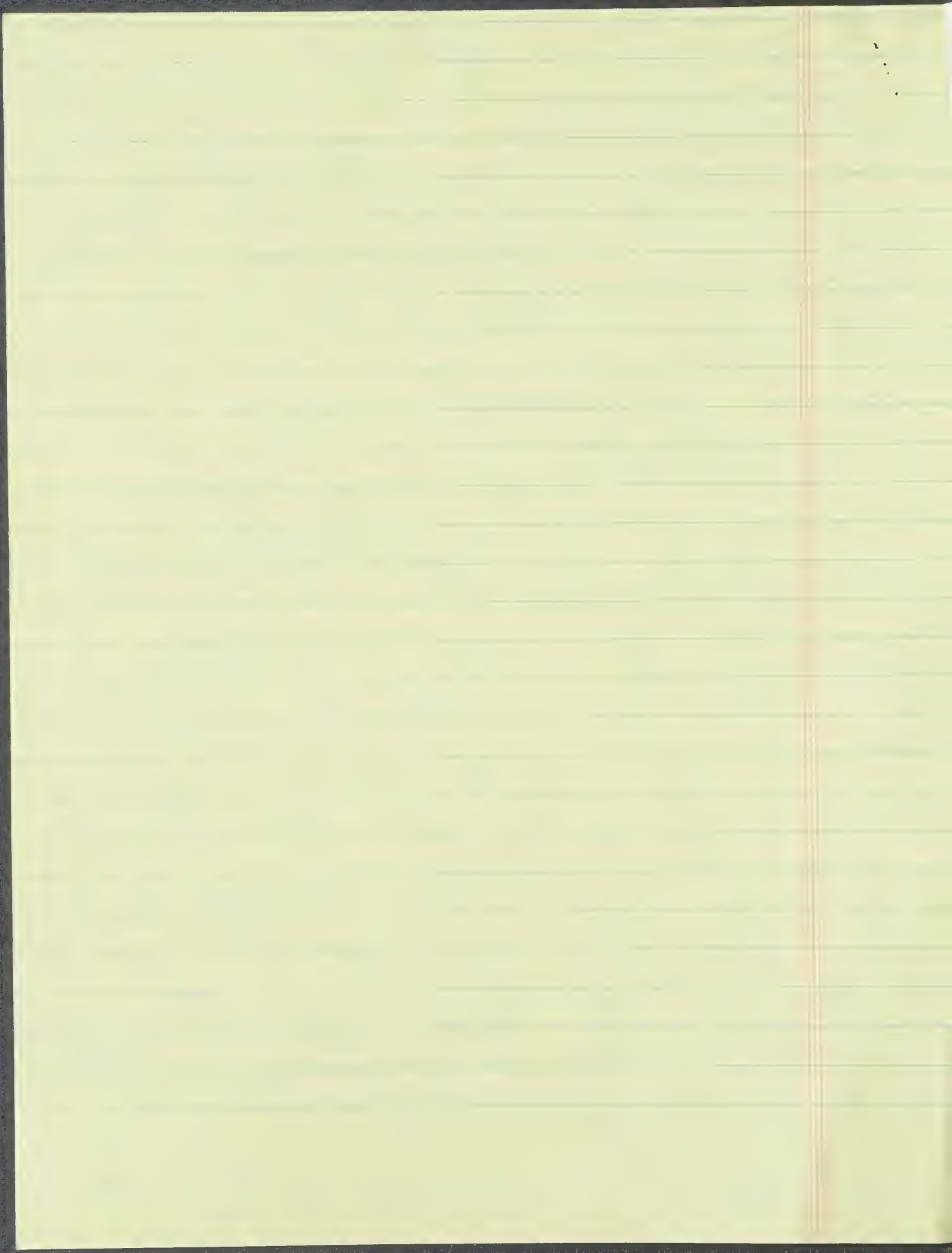
708 982 & 8079

fat 708 982 8282

Q1) Pease

Skokin

Yes, peptides & heterocycles



FAX FROM

DR. ALFRED R. BADER  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone 414-277-0730  
Fax No. 414-277-0709

November 8, 1994

To: Mr, Michael Baronian  
Cilag Ltd.  
011 41 53 829 567

Dear Mike:

I am sorry that a week in Canada has delayed my thanking you for your fax of November 1st.

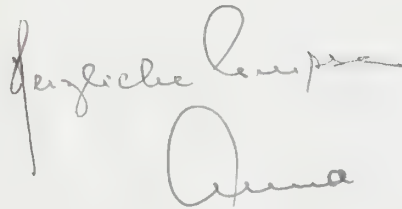
Isabel and I could be in Schaffhausen on December 14-15. As I explained, we would much prefer staying at the Hotel Bahnhof.

It would be a great pleasure to attend Bert's retirement party, and we should discuss very seriously whether I can really be of help.

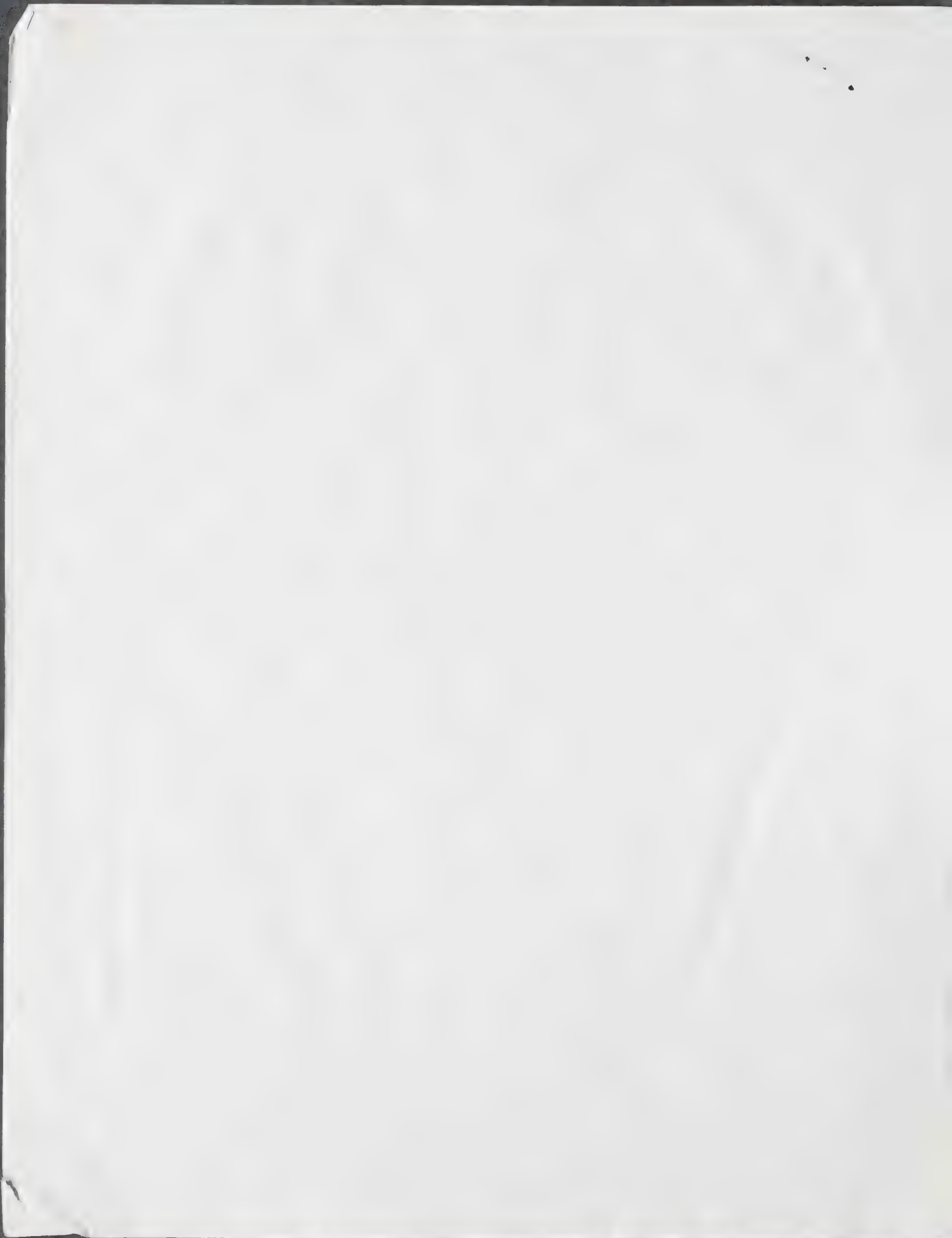
It became clear during my discussions with chemists in the U.S. that I have many friends in the pharmaceutical industry, and I have put quite a few of these in touch with Erich. However, Cilag's main interest seems to be in manufacturing generic drugs, and this is a field about which I know practically nothing.

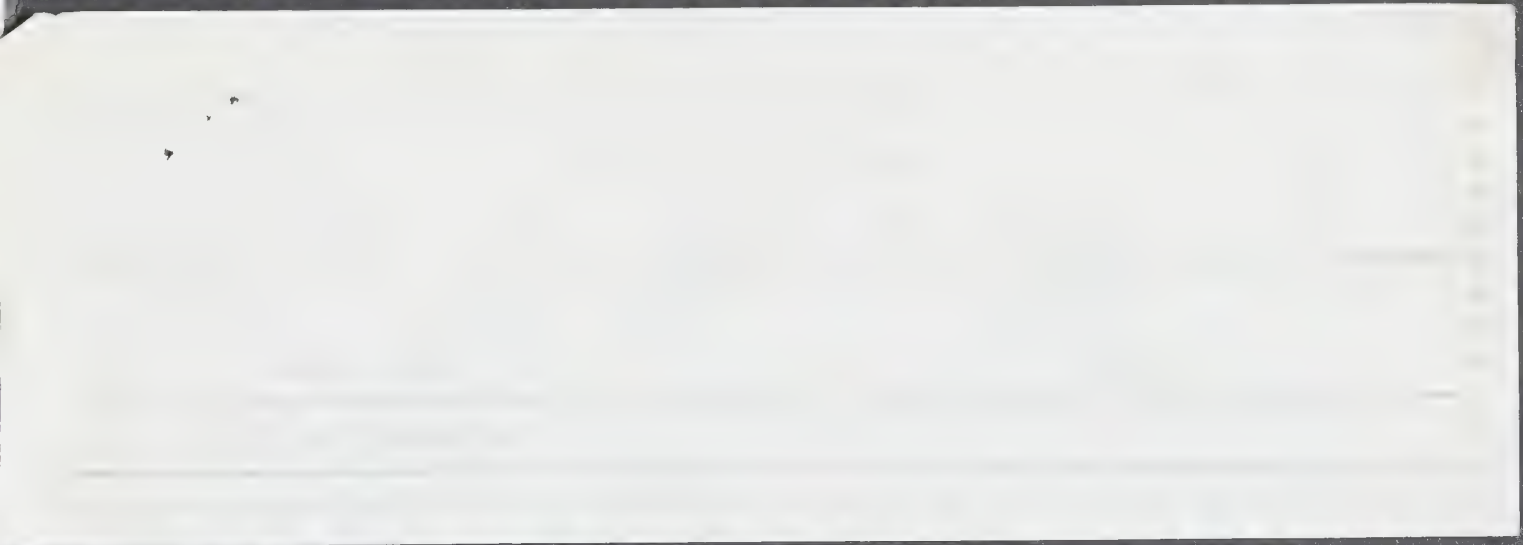
All good wishes.

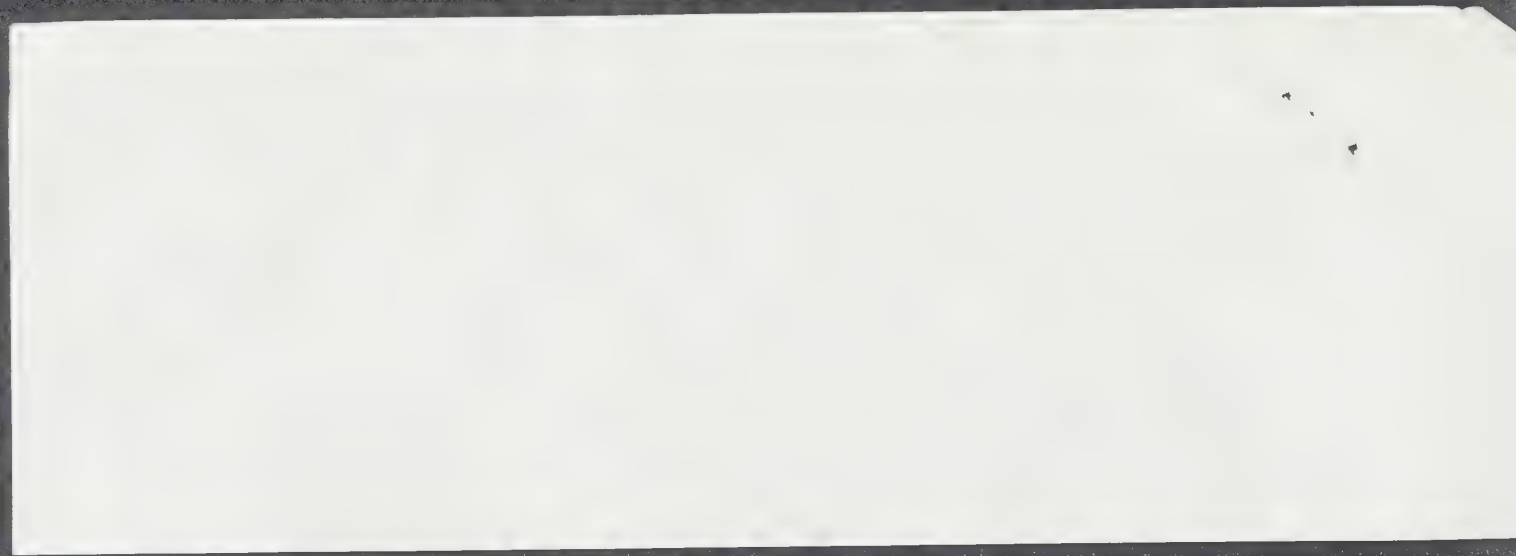
Sincerely,



The image shows a handwritten signature in cursive script, which appears to be "Alfred R. Bader". The signature is written in dark ink and is positioned to the right of the word "Sincerely,".









DR ALFRED BADER  
52 WICKHAM AVENUE  
BEXHILL-ON-SEA  
EAST SUSSEX  
TN39 3ER

Tel. & fax

44-424 222223

An Herrn Michael Baronian  
(Des. Erich Hammer & Hans Lehner

41 53 829 567

Lieber Mike, Erich und Hans:

Nach nochmaliger Durchsicht der  
SOCMA Profile, glaube ich dass  
Ricerca, Eastman Chemical und auch  
Aldrich die besten Möglichkeiten für die  
letzten Stufen bieten.

Hoff ich Ricerca, in der Nähe  
Cleveland's nächste Woche anzurufen, um  
zu fragen? Ricerca - früher Diamond  
Shawsock - hat gute Leute, die ich  
natürlich kenne.

Mike: bitte mich nächsten  
Donnerstag, den 22. XII. Kurz  
telefonisch anzurufen. Am 23. XII  
fliegen wir nach Milwaukee.

Danke für den schönen Tag in  
Schaffhausen.

Beste Grüsse  
Alfred

17. XII. 94.

April 1, 1917  
Dear Mother

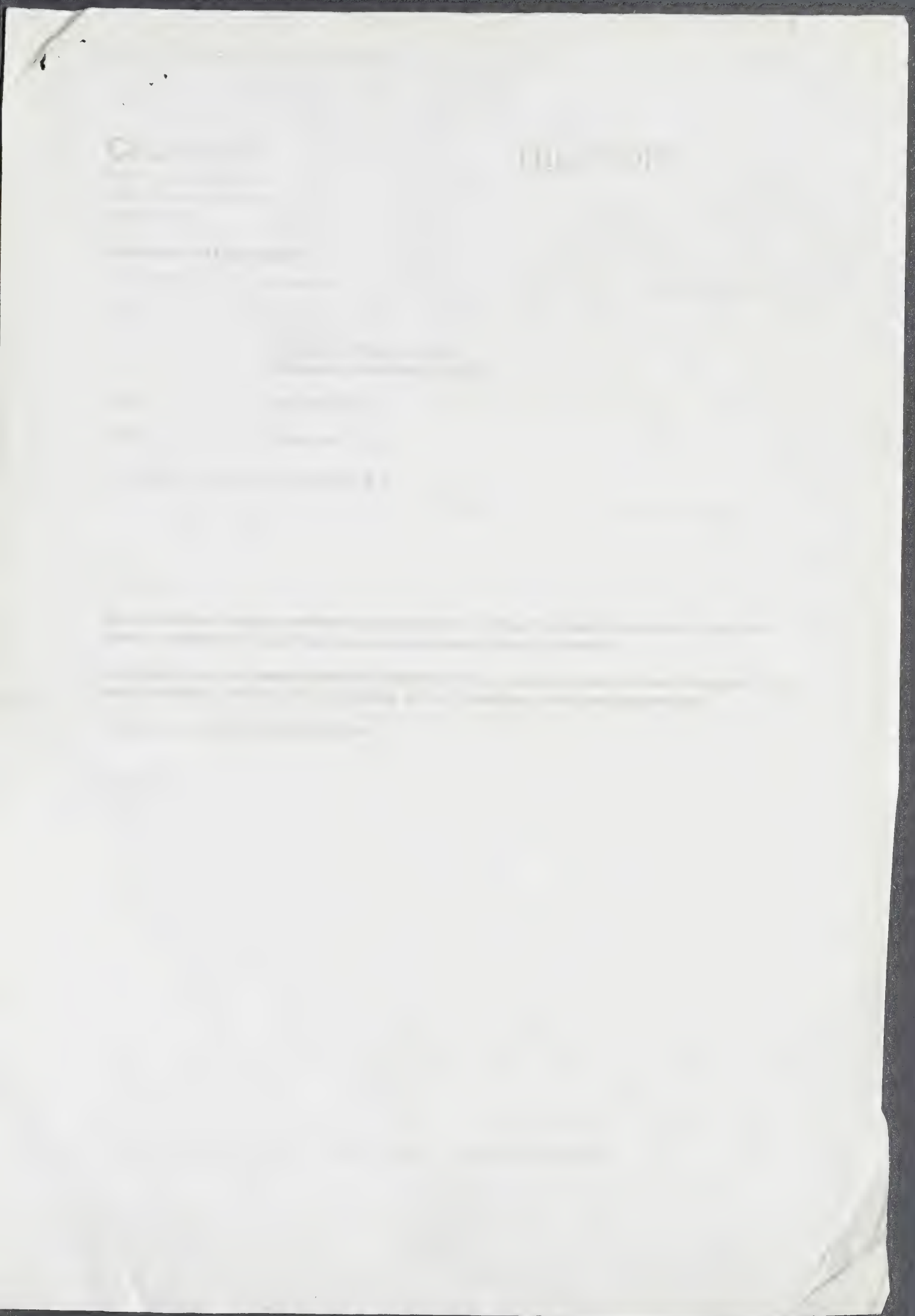
I have just received your letter of the 27th and was glad to hear from you. I am well and hope these few lines will find you the same.

I am still in the hospital and am getting on my feet. I have been able to walk a little and to eat some of the food. I am still a little weak but I am getting on my feet.

I have been thinking of you a great deal lately and wondering how you are getting on. I hope you are all well and happy. I am still in the hospital and am getting on my feet.

I have been thinking of you a great deal lately and wondering how you are getting on. I hope you are all well and happy. I am still in the hospital and am getting on my feet.

Yours affectionately,  
John Doe



1. 2. 3. 4. 5.

FAX FROM

DR. ALFRED R. BADER  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone 414-277-0730  
Fax No. 414-277-0709

11. 11. 95

To:

Dr. Erich Spanner  
Cilag

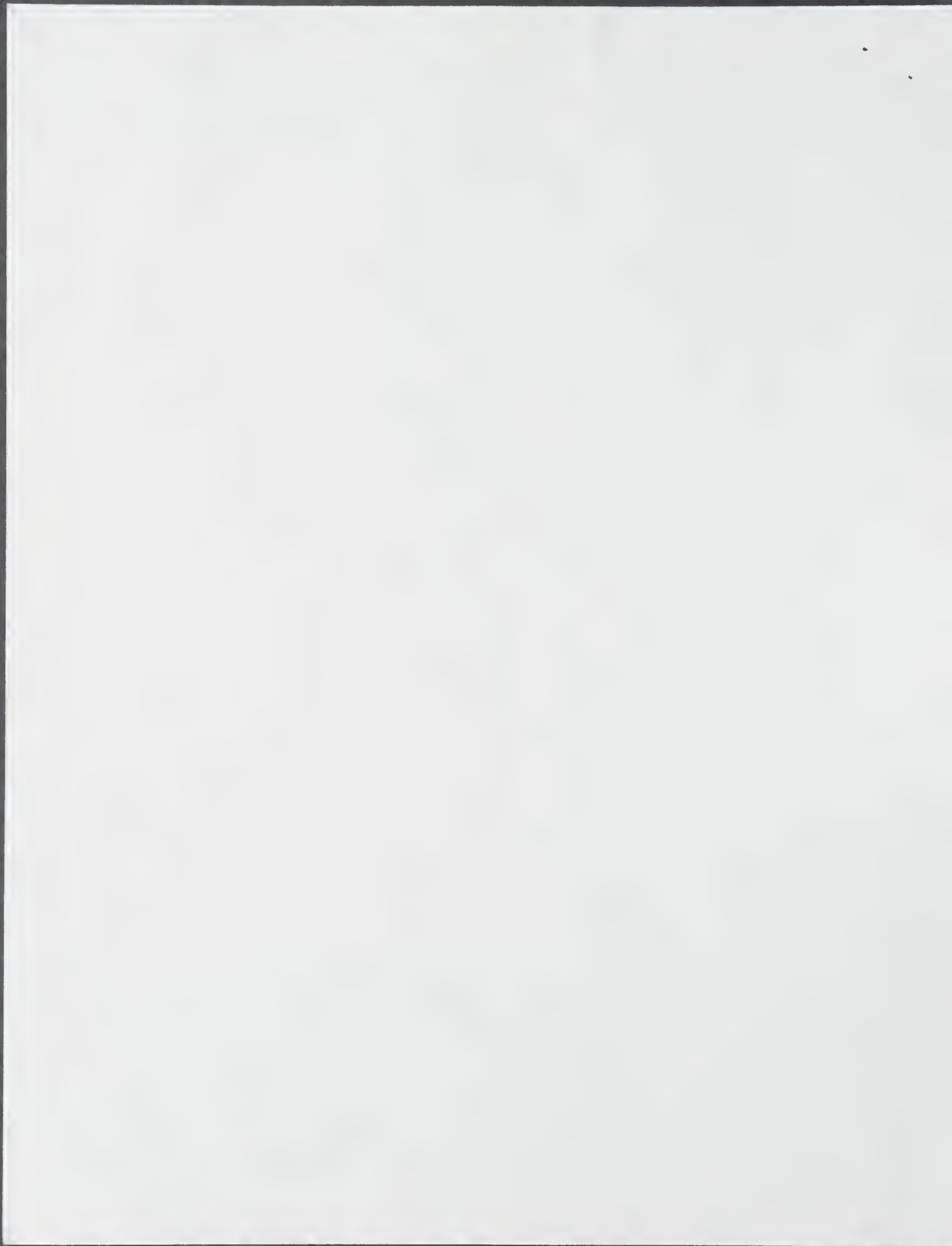
Lieber Erich

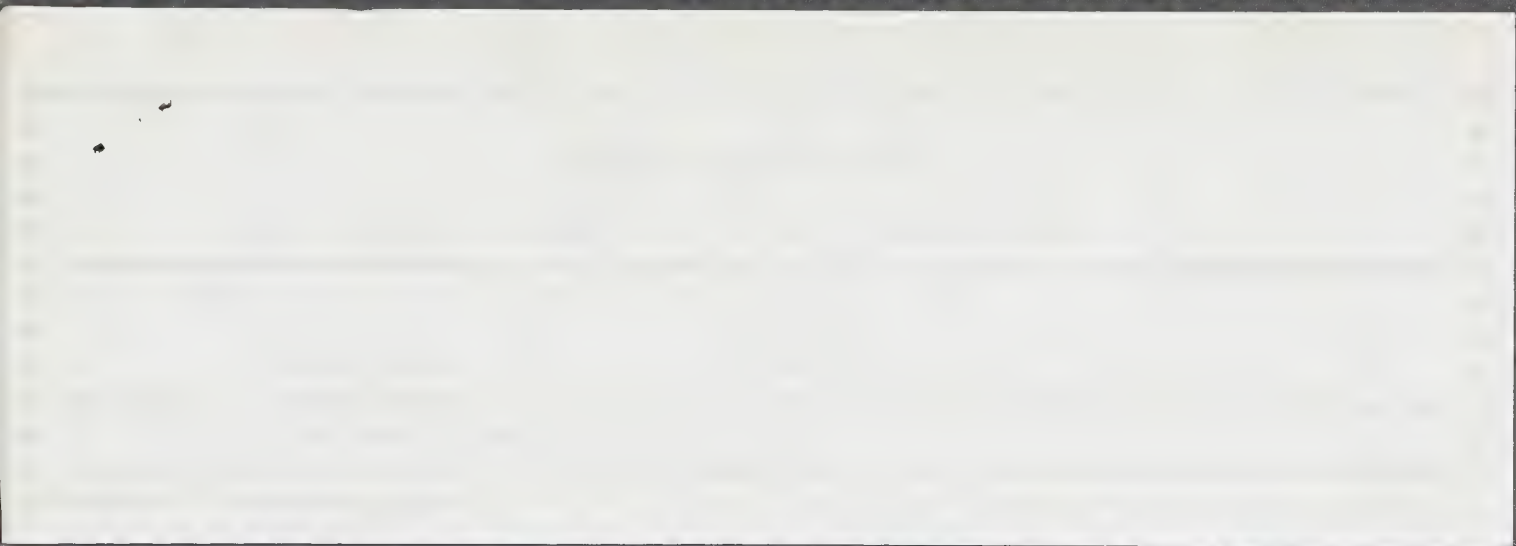
Phil Oettinger hat mich aus  
St. Louis angerufen, und möchte mich  
am Montag Abend, den 13. d. M. hier  
besuchen

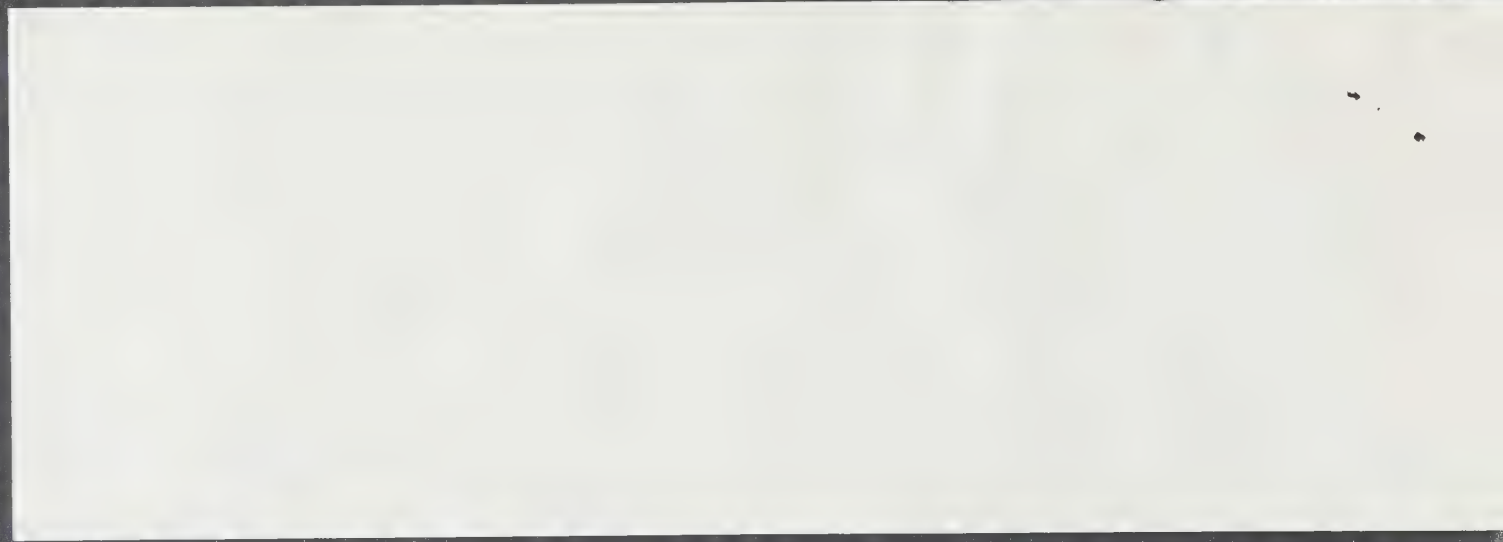
Wie gehen die Hände für  
Cilag's Zusammenarbeit mit Aldrich?  
Kann ich irgendwie helfen?

Beste Grüße

Alfred









# IMPORTANT MESSAGE

FOR 4B  
DATE 3/14 TIME \_\_\_\_\_ A.M.  
M. \_\_\_\_\_ P.M.  
M. Veronica Keller (Mike's)  
OF Cilag Ltd secy  
PHONE 41-53-829 2030  
AREA CODE NUMBER EXTENSION

TELEPHONED	<input checked="" type="checkbox"/>	PLEASE CALL	<input checked="" type="checkbox"/>
CAME TO SEE YOU		WILL CALL AGAIN	
WANTS TO SEE YOU		RUSH	
RETURNED YOUR CALL		SPECIAL ATTENTION	

MESSAGE re quarterly  
consulting fees -

Direct deposit to  
acct or check

SIGNED Call Wed or fax  
reply &  
info

LITHO IN U.S.A.

TOPS  FORM 30025





ALFRED BADER FINE ARTS

DR. ALFRED BADER

ESTABLISHED 1961

March 15, 1995

*Via Facsimile: 41-53-829567*

Mr. Michael Baronian  
Managing Director  
Cilag AG  
Hochstraße 201  
CH8201 Schaffhause  
Switzerland

Dear Mike:

Thank you so much for Veronica Keller's query about payment for consultation this quarter.

Frankly, I haven't done this much since January though, of course, hope that Eric Hammer will ask for more help.

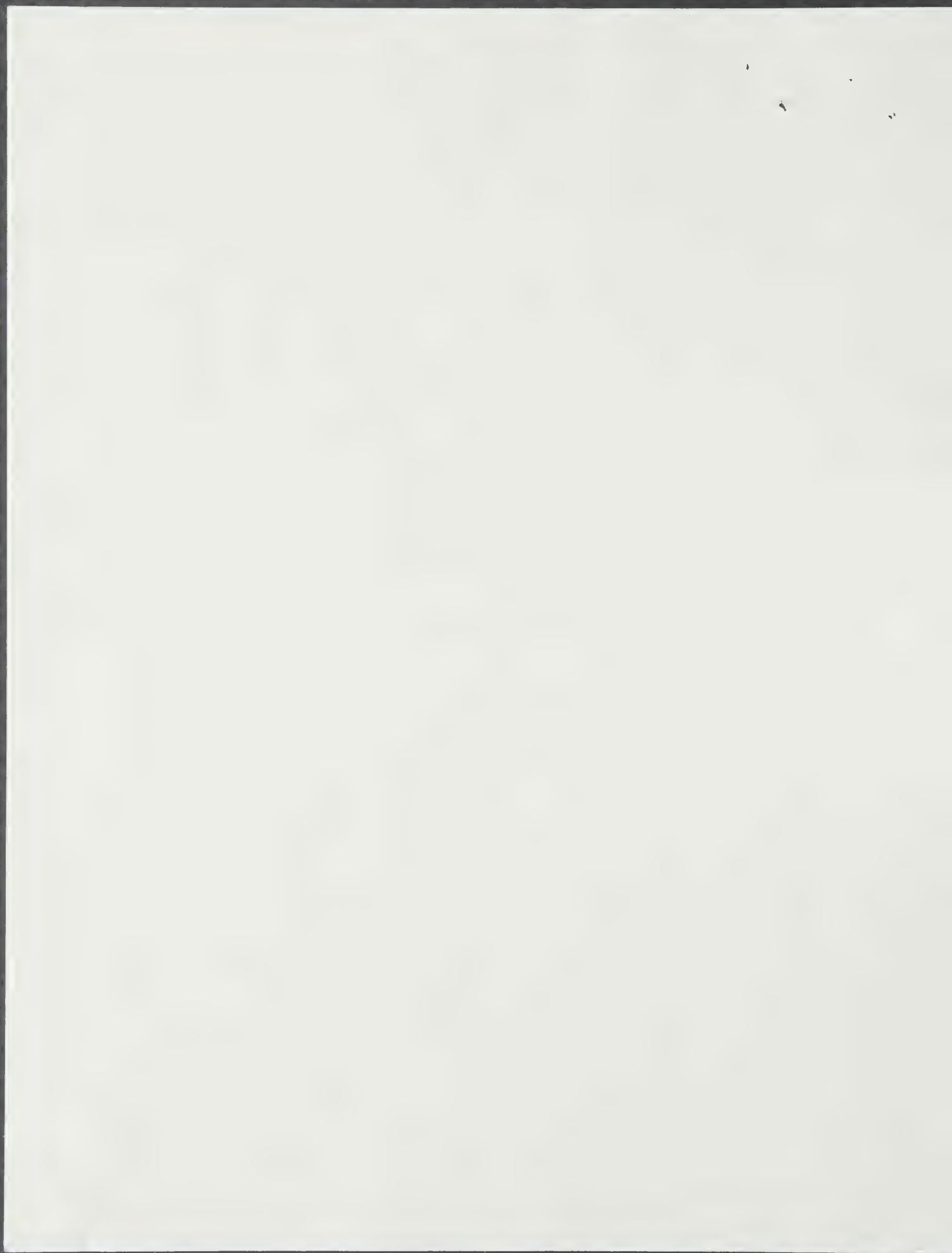
If you think it is fair to continue, please just send the checks by mail.

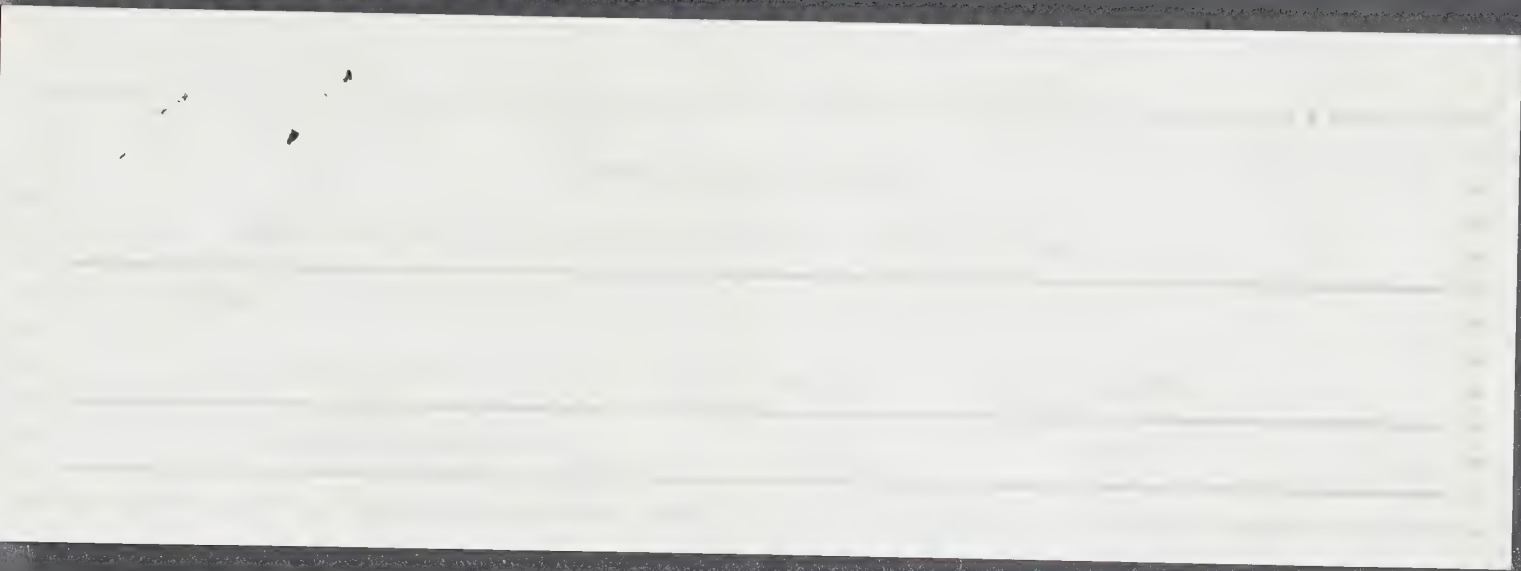
With all good wishes and thanks also to Ms. Keller, I remain,

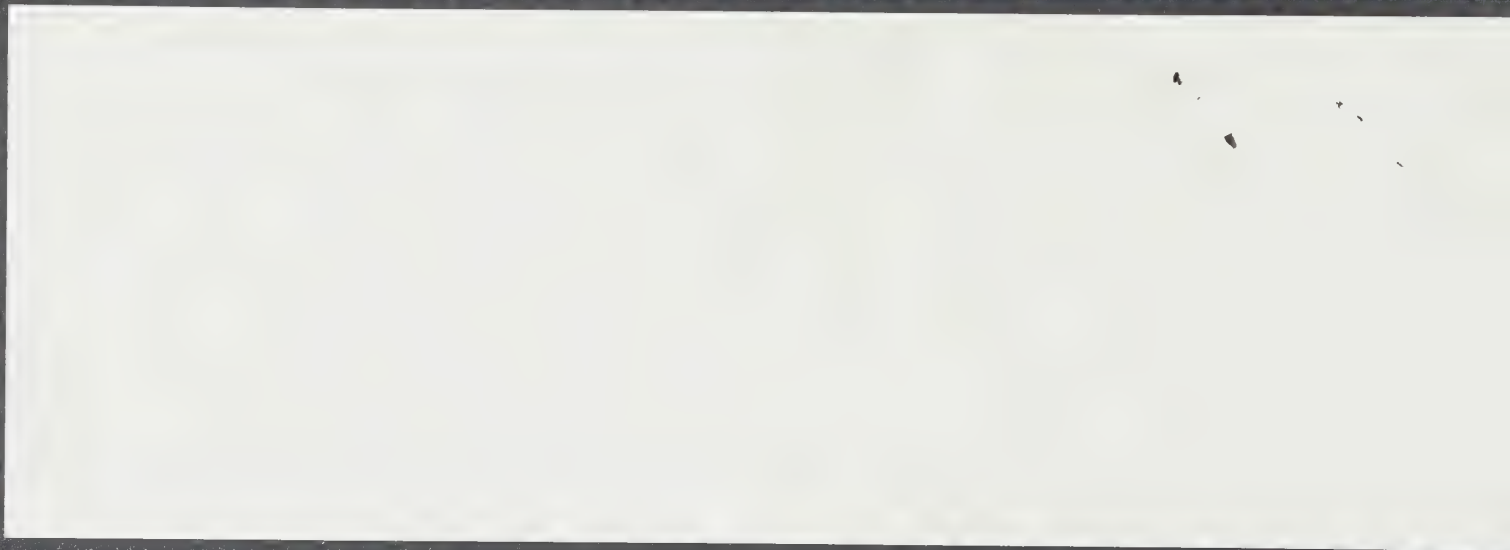
Yours sincerely,

AB/cw

*By Appointment Only*  
ASTOR HOTEL SUITE 622  
924 EAST JUNEAU AVENUE  
MILWAUKEE WISCONSIN USA 53202  
TEL 414 277-0730 FAX 414 277-0709







Faint header text, possibly containing a date or reference number.

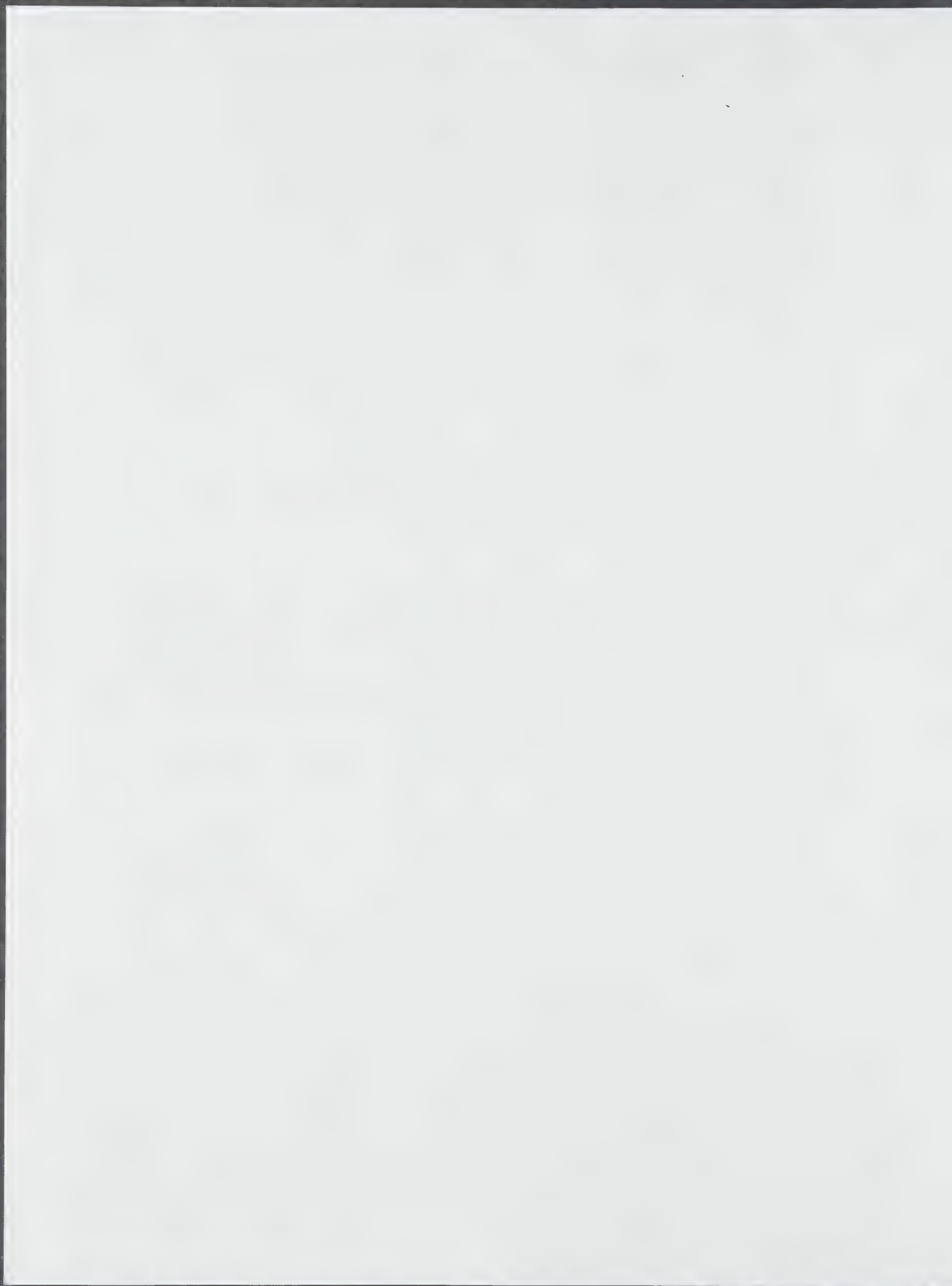
To: Erich Spamer  
Endlich!

Falls 95 / gut genug, könnte man  
Preis wohl herunterschrauben!

Beste Grüße

Anna Baer

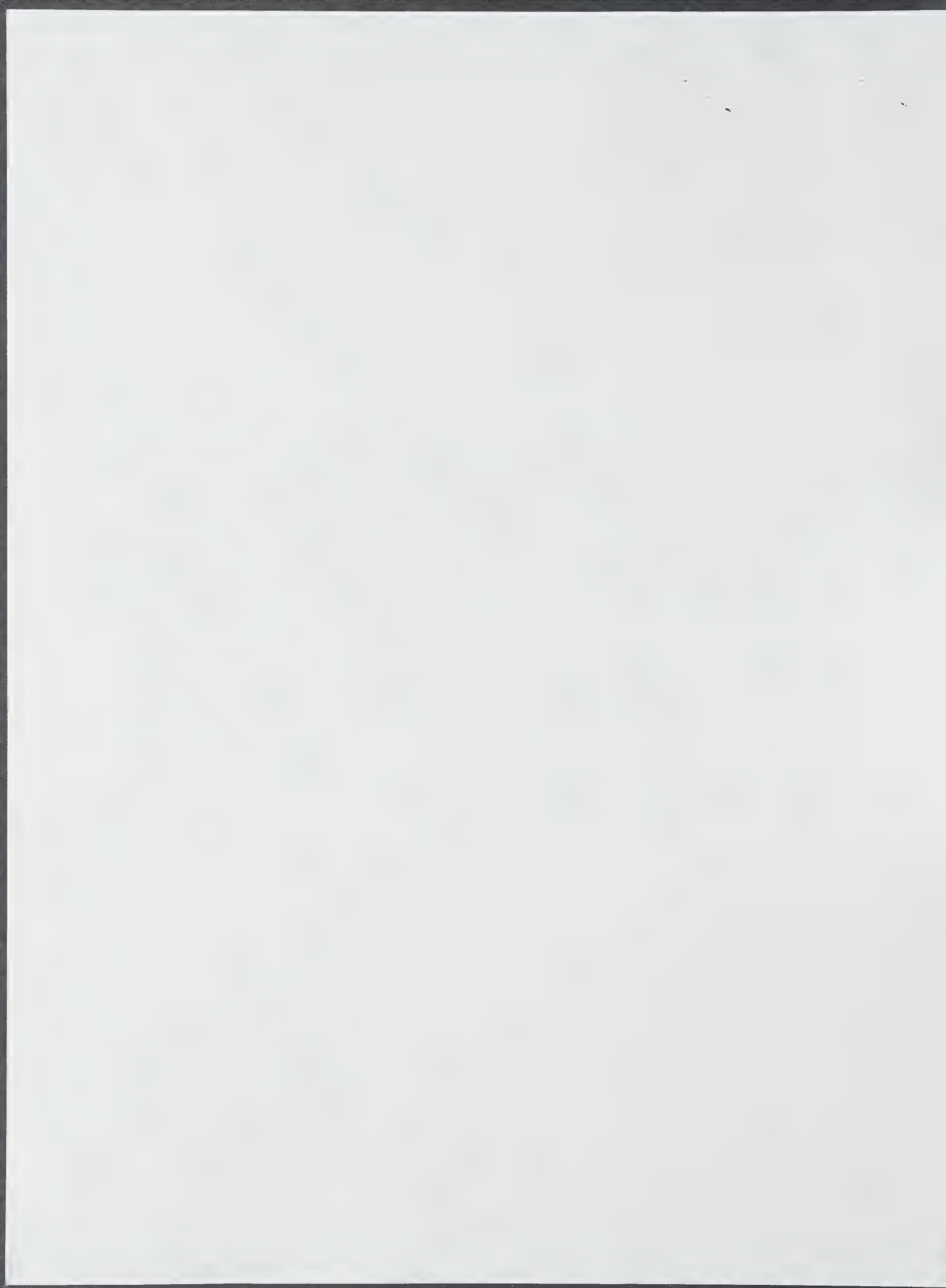
29 VIII



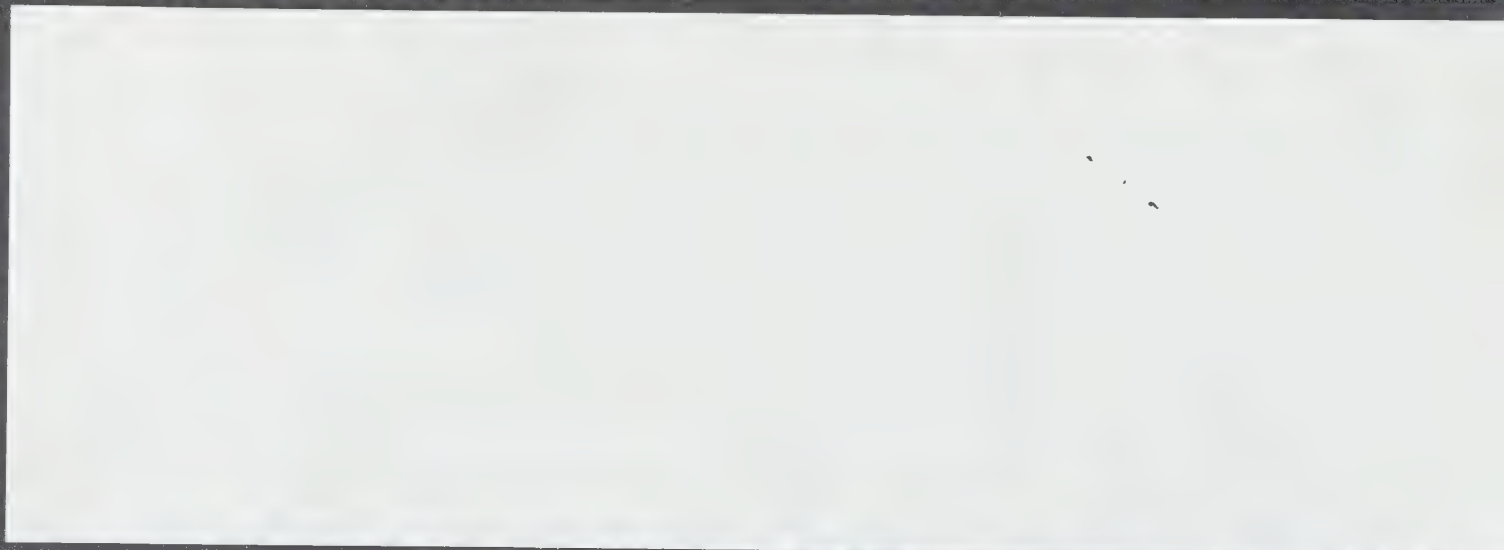


NB  
→

[Faint, illegible text, possibly bleed-through from the reverse side of the page]







# Cilag AG

Hochstrasse 20/21a  
2011 Schanzenstrasse  
4051 Basel, Switzerland  
Tel. (061) 544 5122

**CONFIDENTIAL**

Date: June 14, 1985

To: Dr. E. H. Hamner, Director, [illegible]

From: [illegible]

Subject: [illegible]

Reference: [illegible]

Dear Dr. Hamner:

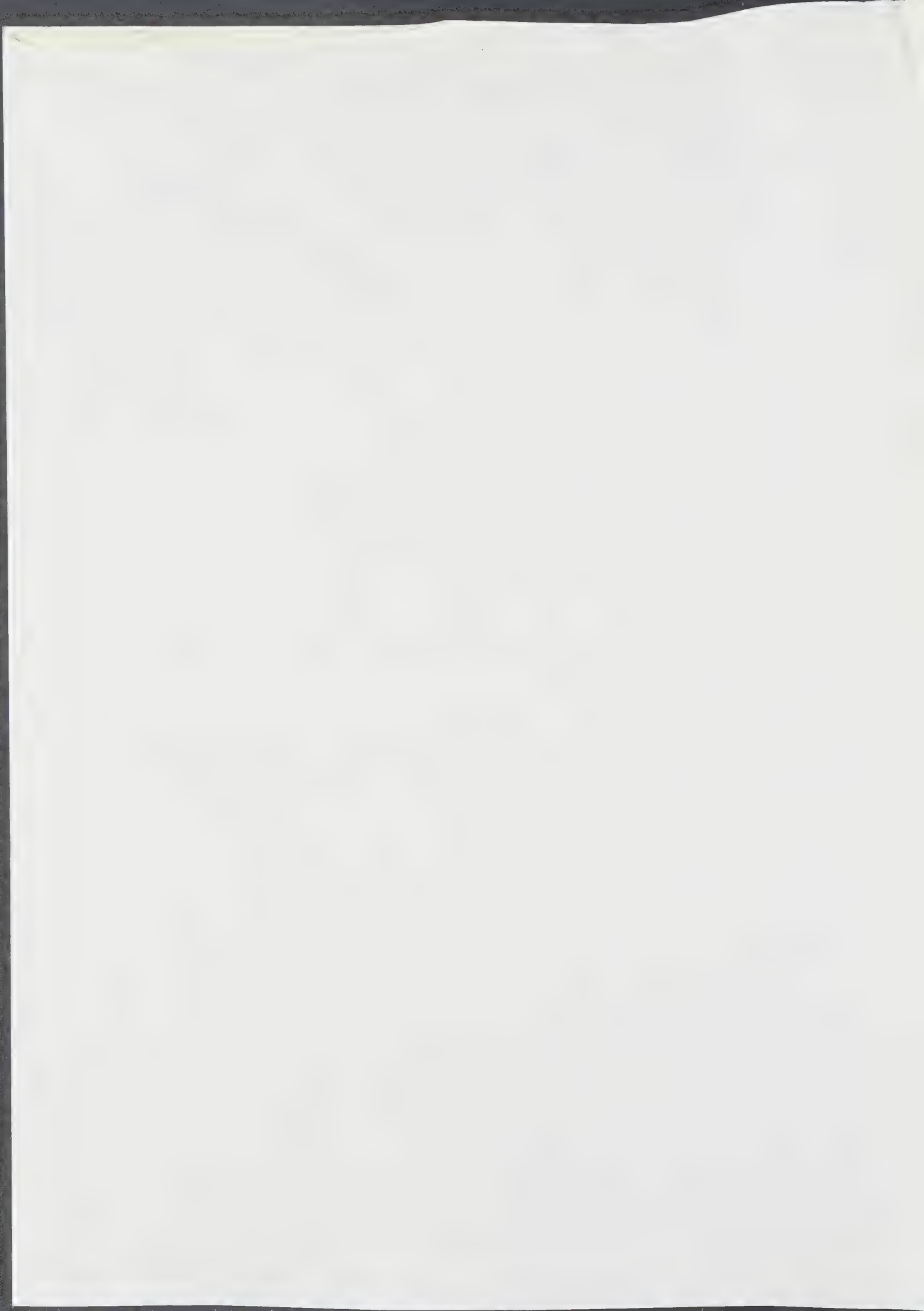
[Faded body text, likely containing the main message of the letter]

We hope this is a most pleasant surprise.

Please handle all [illegible]

Kind regards,  
Dr. E. H. Hamner

*E. Hamner*



CILAG AG  
Hochstrasse 201  
CH-8201 Schaffhausen  
Switzerland

TELECOPY

Telefax No +41-52 630 95 57

TO: Dr Alfred Baler  
Milwaukee Wisconsin USA

FAX: 001 414-277-0709

FROM: Mike Baler  
Assistant to Tom Baler

Subject: ...

Many thanks for your telex to Mike Baler and for the arrangement of your visit. Your 7th looks fine in Mike's calendar and we keep this as a memento for you.

Due to a business trip, Mike was not able to see your fax yet, however, I will submit it on Monday when he is back to the office.

In the meantime, I am pleased to tell you that Bert van Hagen's new phone number is +41-52 730 07 57.

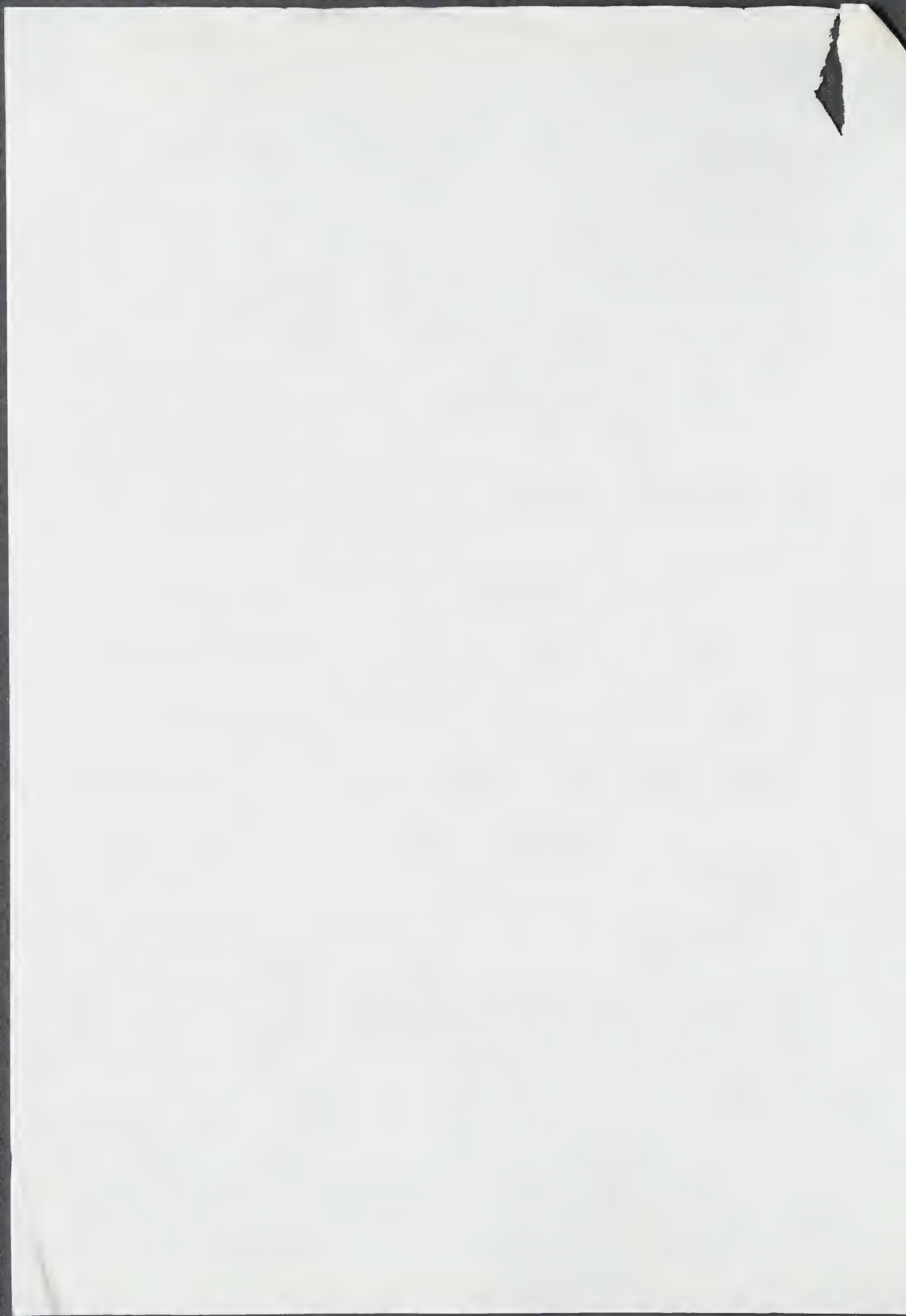
Please note that also our numbers in Schaffhausen have changed and there is a little change in our mailing address.

CILAG AG	Baronian	8201	+41 52 630 95 57
Mail Address			
Switzerland			
Direct line Mike Baler			+41 52 630 95 57

If I can be of further assistance please contact me.

*[Handwritten signature]*

*AB - on computer -*





FAX FROM



**DR. ALFRED BADER'S OFFICE**

Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone 414-277-0730  
Fax No. 414-277-0709

April 16, 1996

To: Ms. Vroni Keller  
Fax: 41-52-630-9567

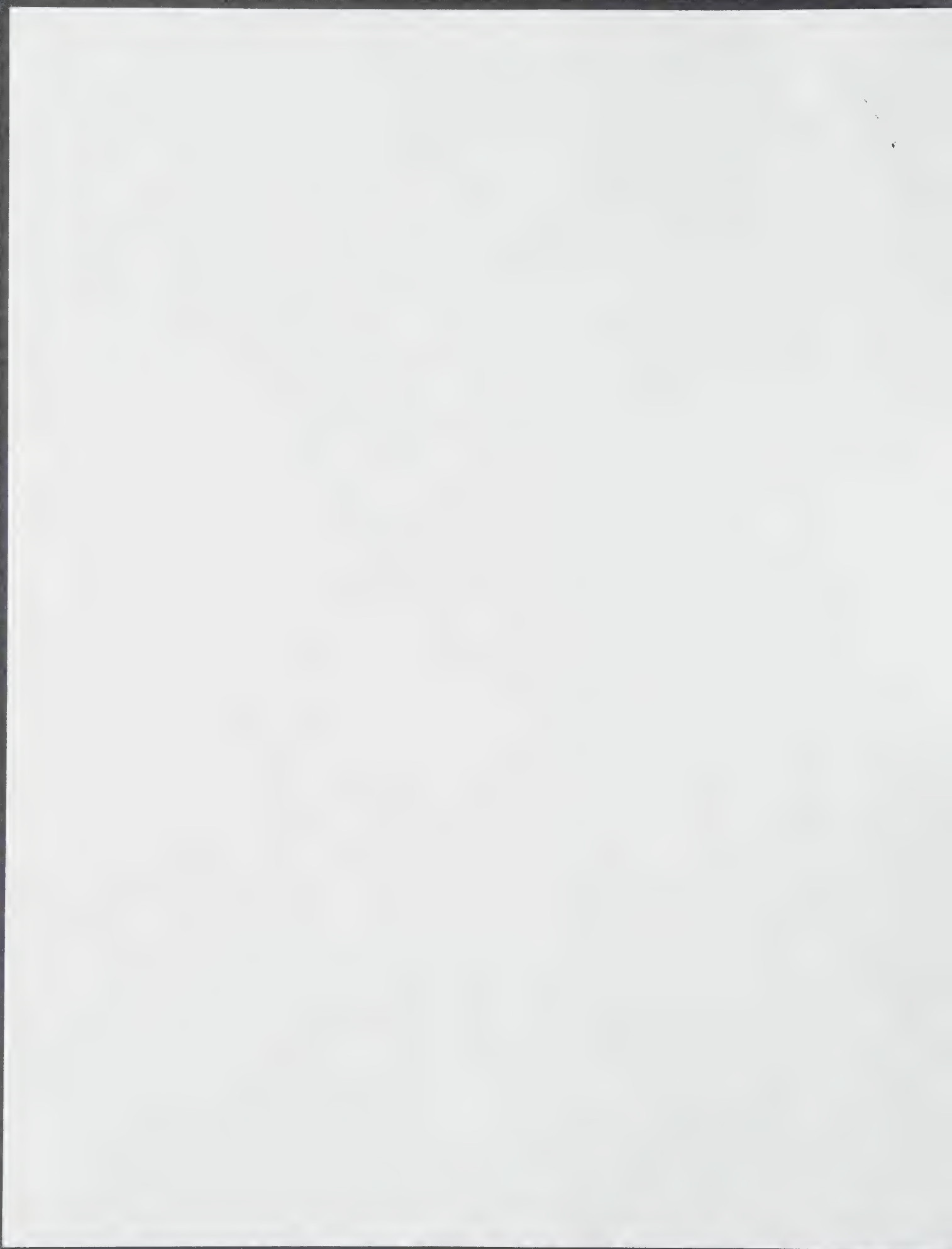
Dear Ms. Keller:

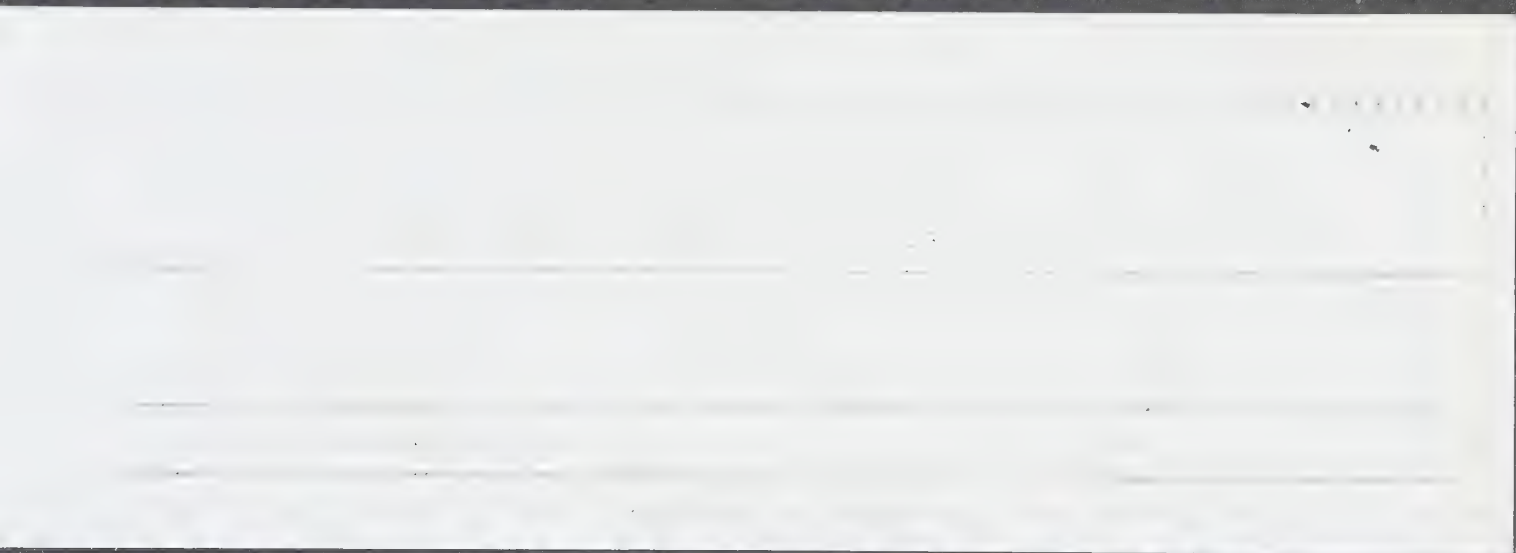
Thank you for your fax of April 12th to Dr. Bader, including Bert van Deun's phone number and the revised Schaffhausen information.

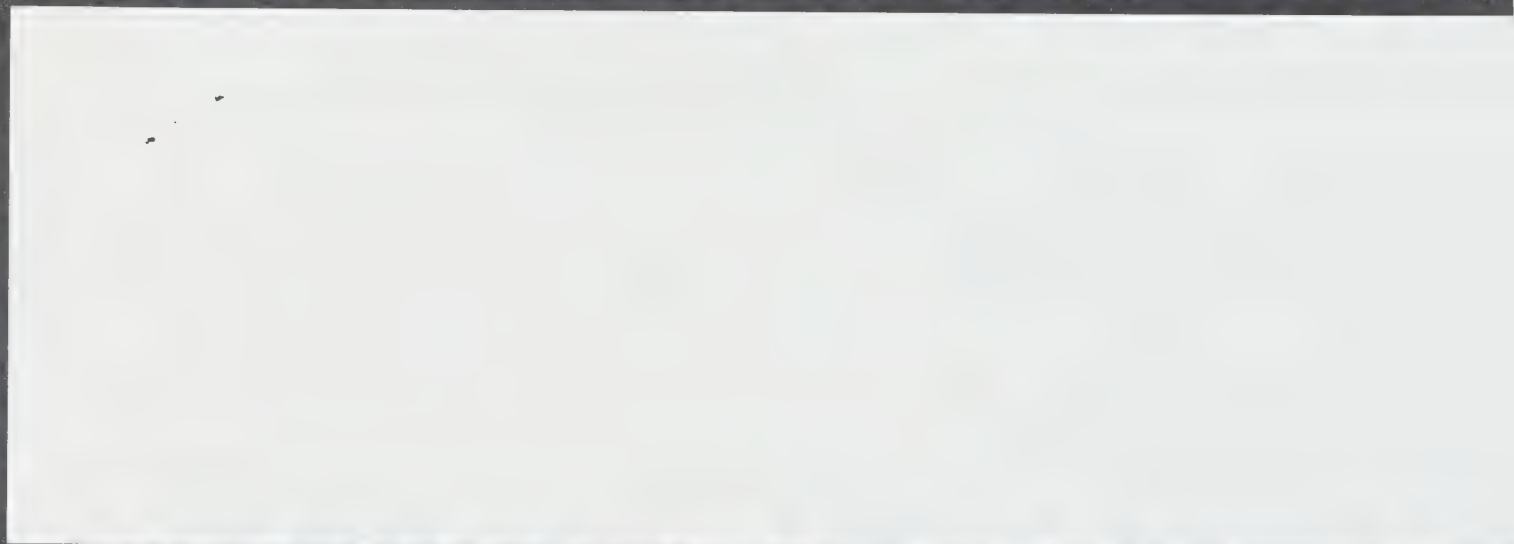
Dr. Bader is on a speaking tour in Southern Illinois this week and another to San Diego next week. He will pick up his mail and messages over the weekend and call in for messages from both trips.

Best wishes,

Cheryl Weiss  
Office Manager







21. MAR. 1996 10:42

CILAG AG BARONIAN 004153829567

NR. 557

CILAG AG  
Hochstrasse 201  
8205 Schaffhausen  
Switzerland



## NEW PHONE AND FAX NUMBERS !!!

Please be informed that effective March 23, 1996  
we will have new phone and fax numbers:

Switchboard: Phone +41 52 - 630 91 11  
Fax: +41 - 52 - 630 94 44

Direct lines: Phone: +41 - 52 - 630 9 . . . (add individual ext.)

Mike Baronian: Phone: +41 - 52 - 630 95 01  
Fax: +41 - 52 - 630 95 63

Also please note that the postal address has slightly changed:

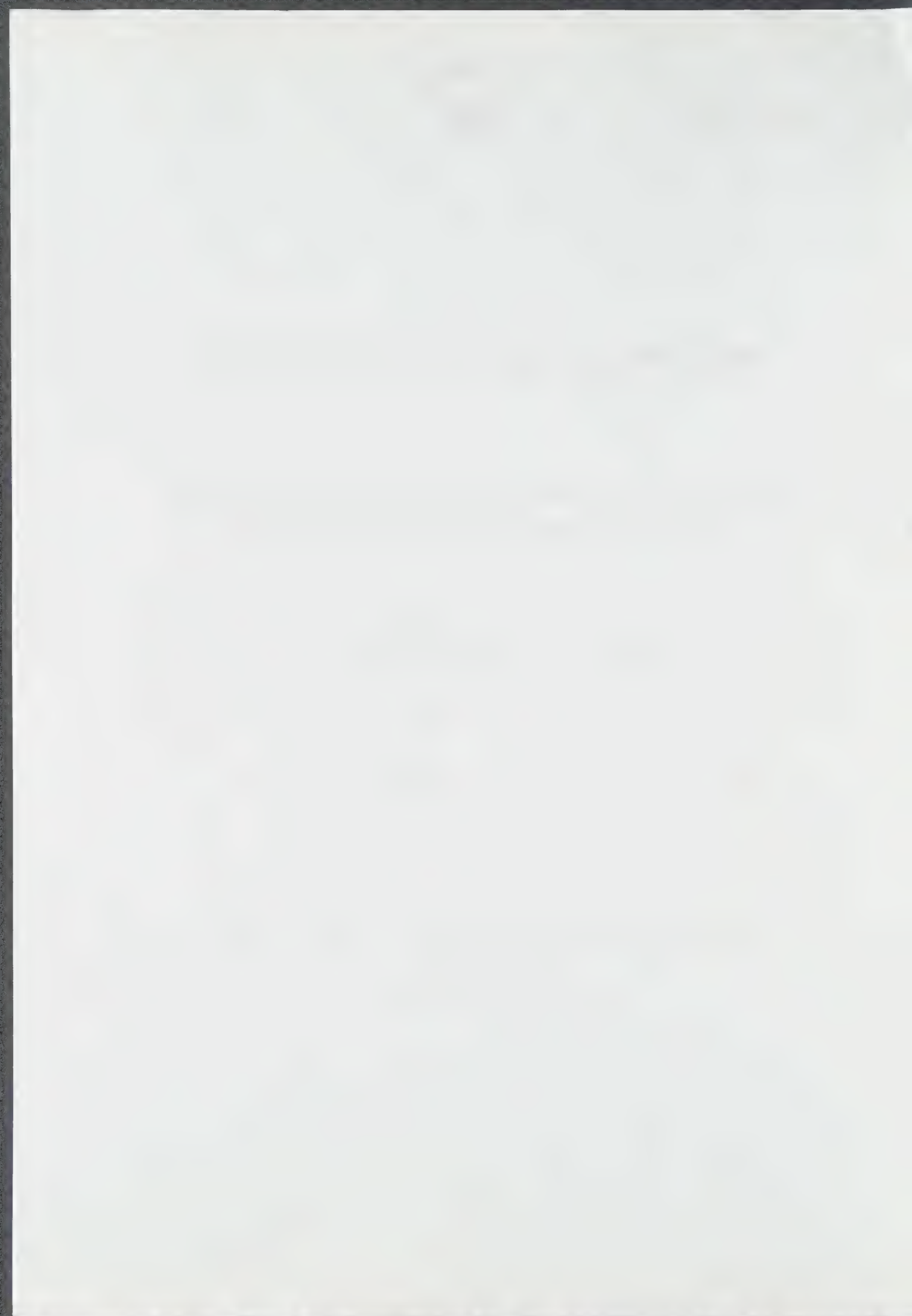
Hochstrasse 201  
8205 Schaffhausen

*CW*  

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*Record &  
change automatic  
fax*

*11/20*





FAX FROM

**DR. ALFRED R. BADER**  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone: 414/277-0730  
Fax: 414/277-0709

October 17, 1995

To: Dr. Erich Hammer  
Cilag Ltd.  
Fax: 41-53-829-567

Dear Erich:

I have learned from the Indian supplier of 2,6-diisopropylphenol that they quoted to you quite some time ago for material better than 98% at \$55.00/kilo.

They are puzzled because they have not had any response from you.

Incidentally, they have indicated that the price of \$55.00/kilo is certainly negotiable, and I suspect that it could be lowered quite substantially. \*

Can I be of any further help with this?

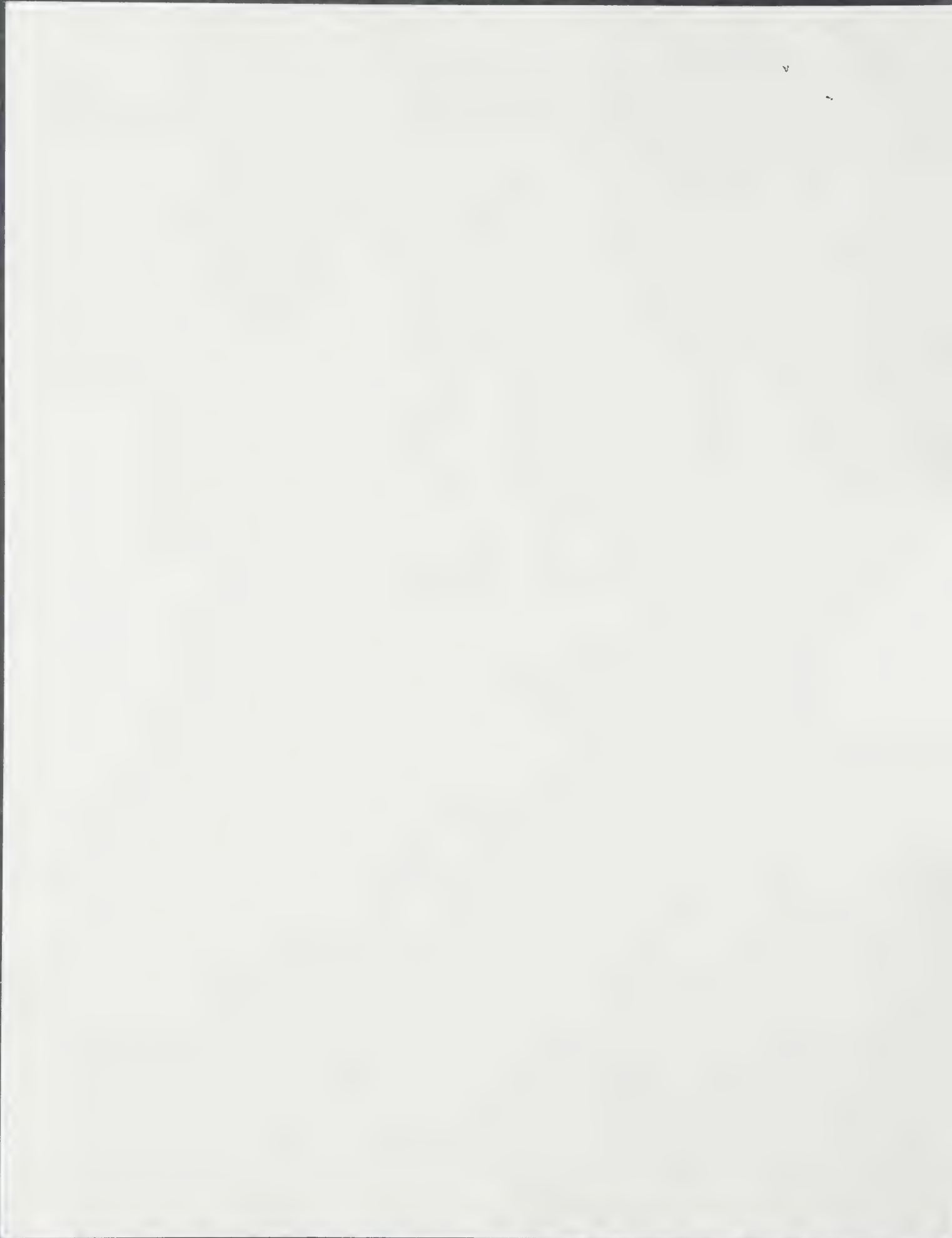
With all good wishes, as always,

*Berte Kruppa*

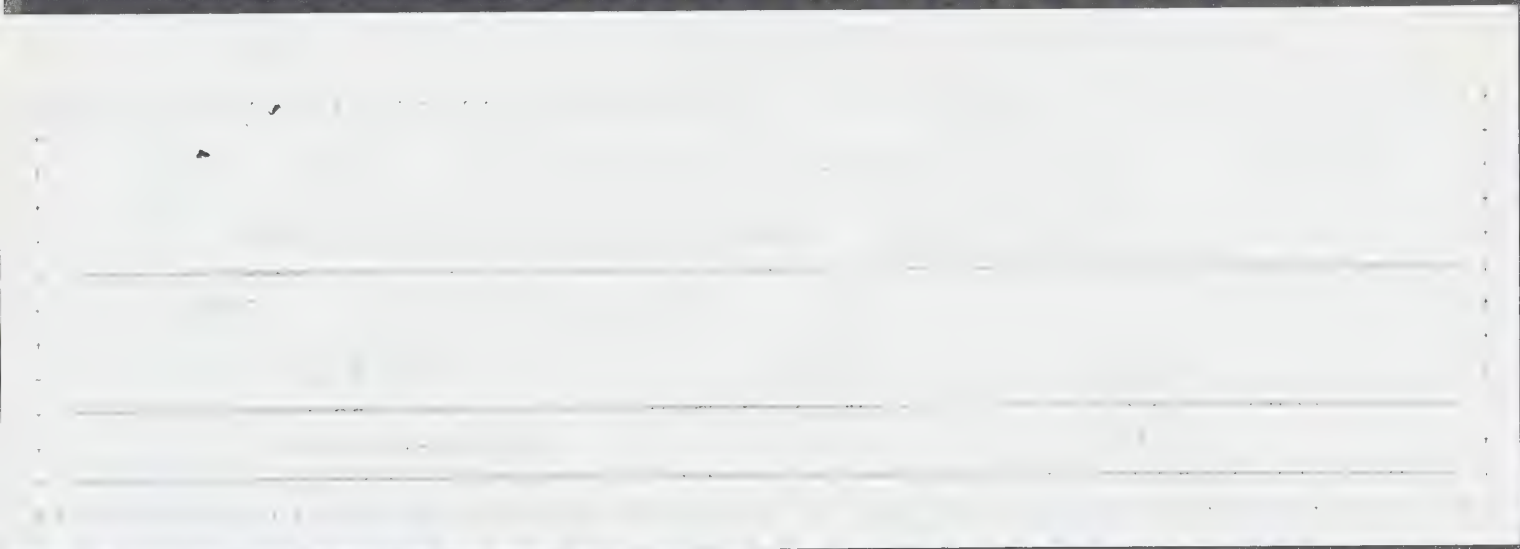
*Alfred Bader*

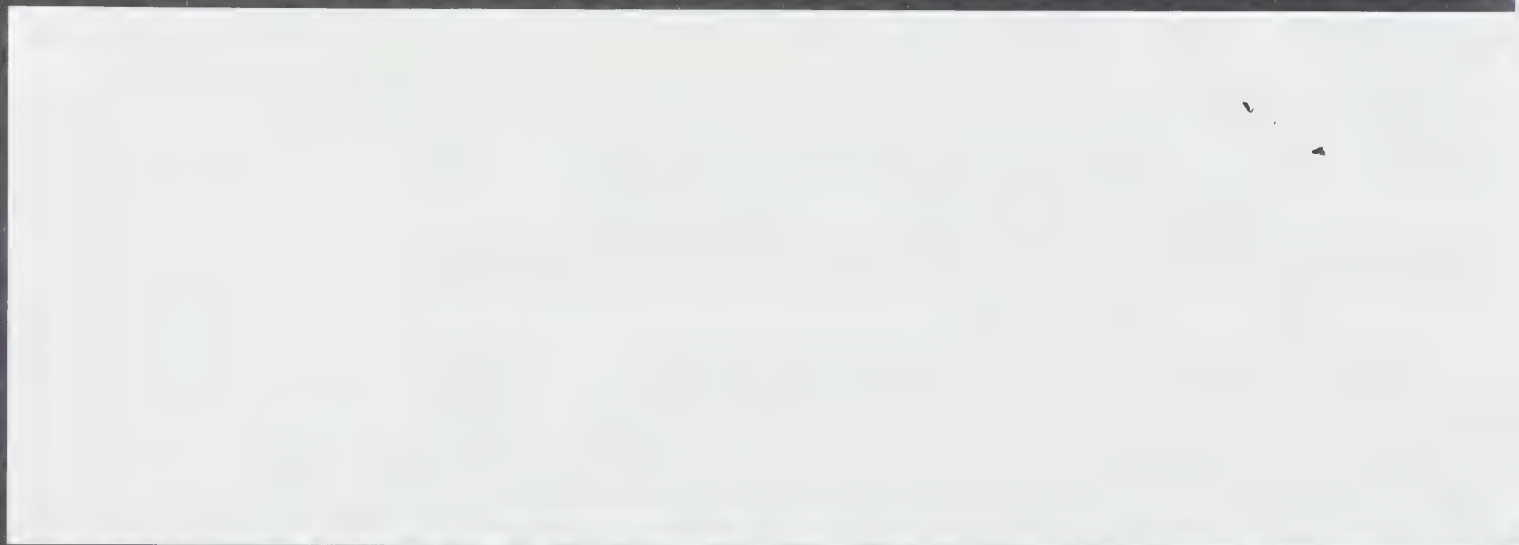
AB/cw

\* wie ich hier, sind  
Kosten in Indien unter  
\$25/kg!











FAX FROM

**DR. ALFRED R. BADER**  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone: 414/277-0730  
Fax: 414/277-0709

Date:

July 7 95

Page 1 of 2

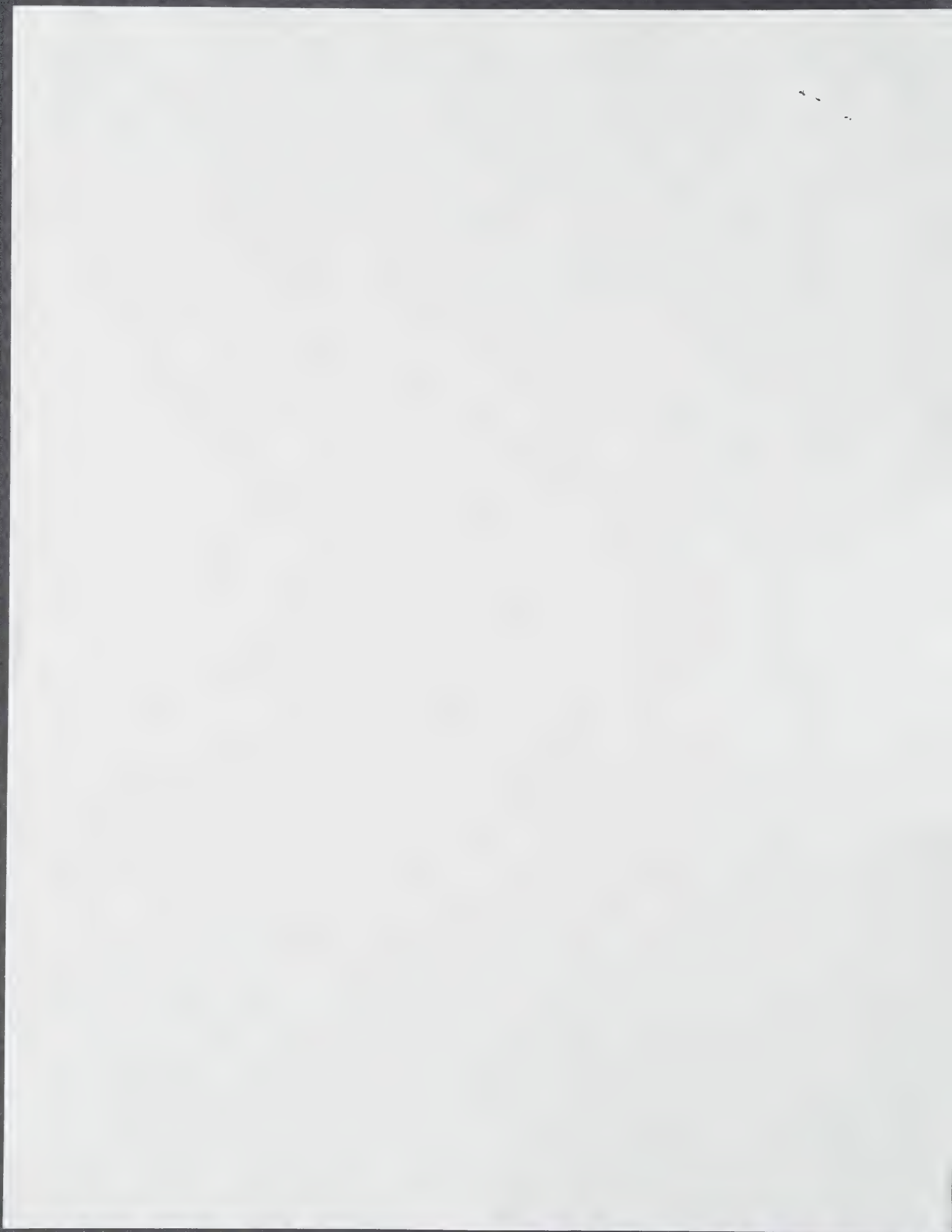
To:  
Fax:

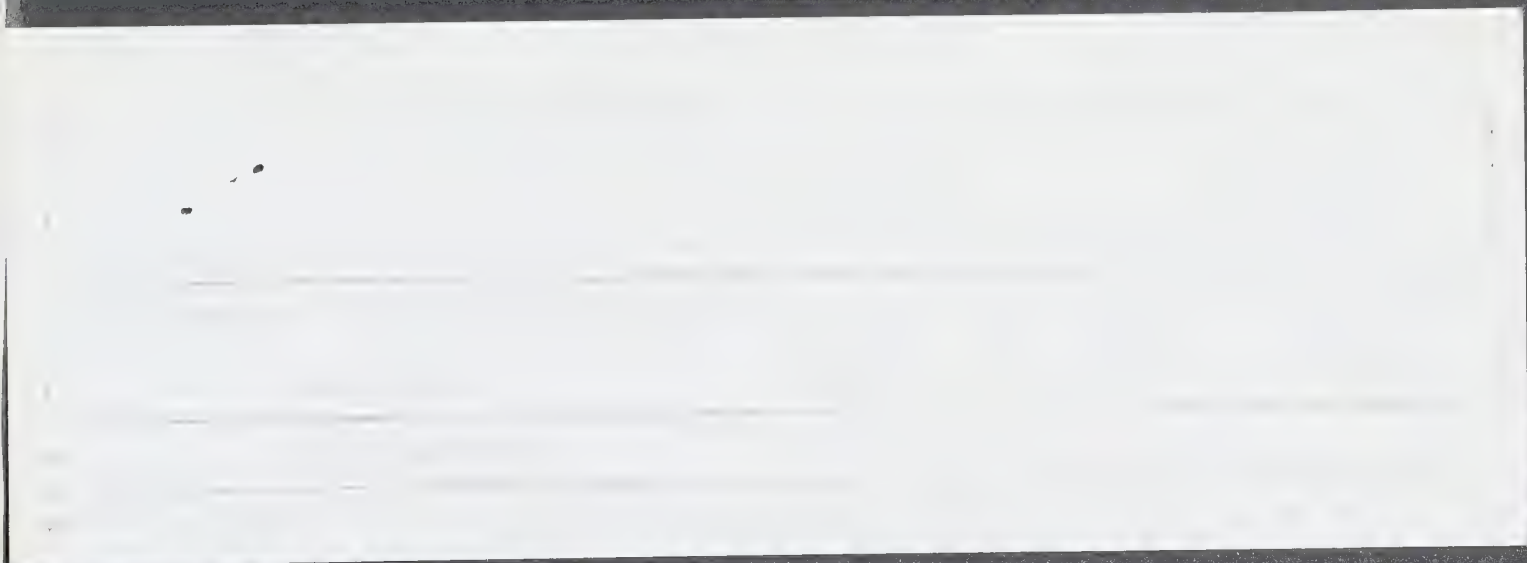
Mike Berman

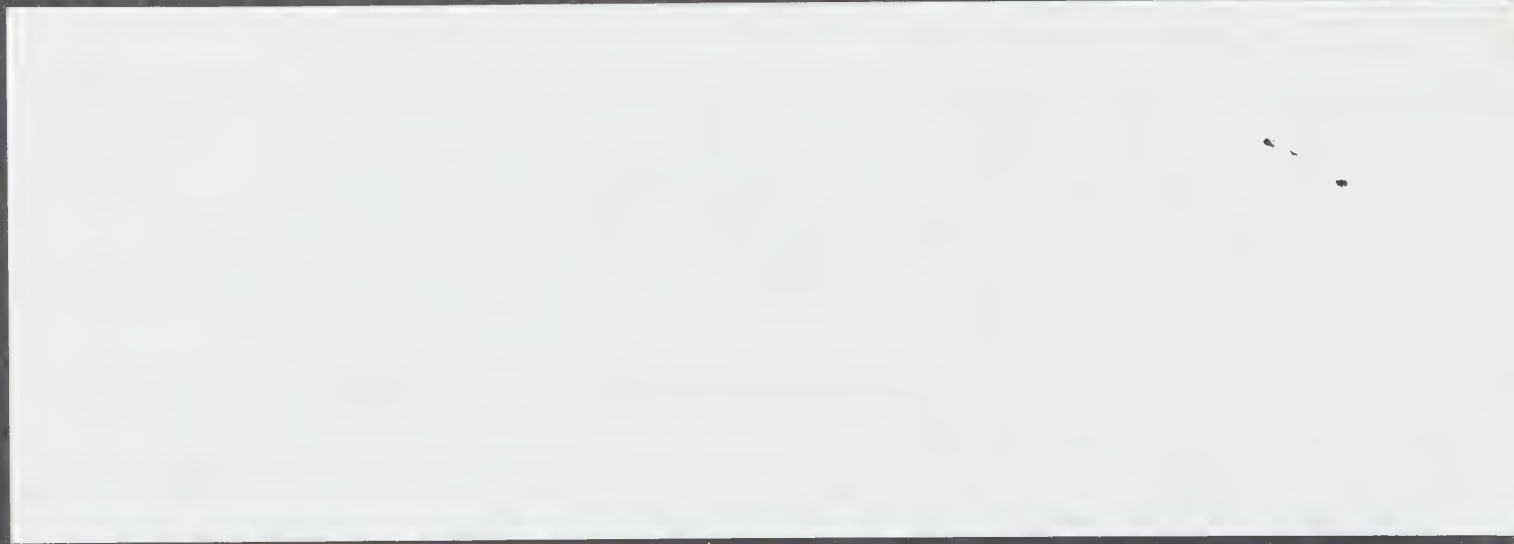
Wonderful news

Best wishes to you  
and your family

Alfred



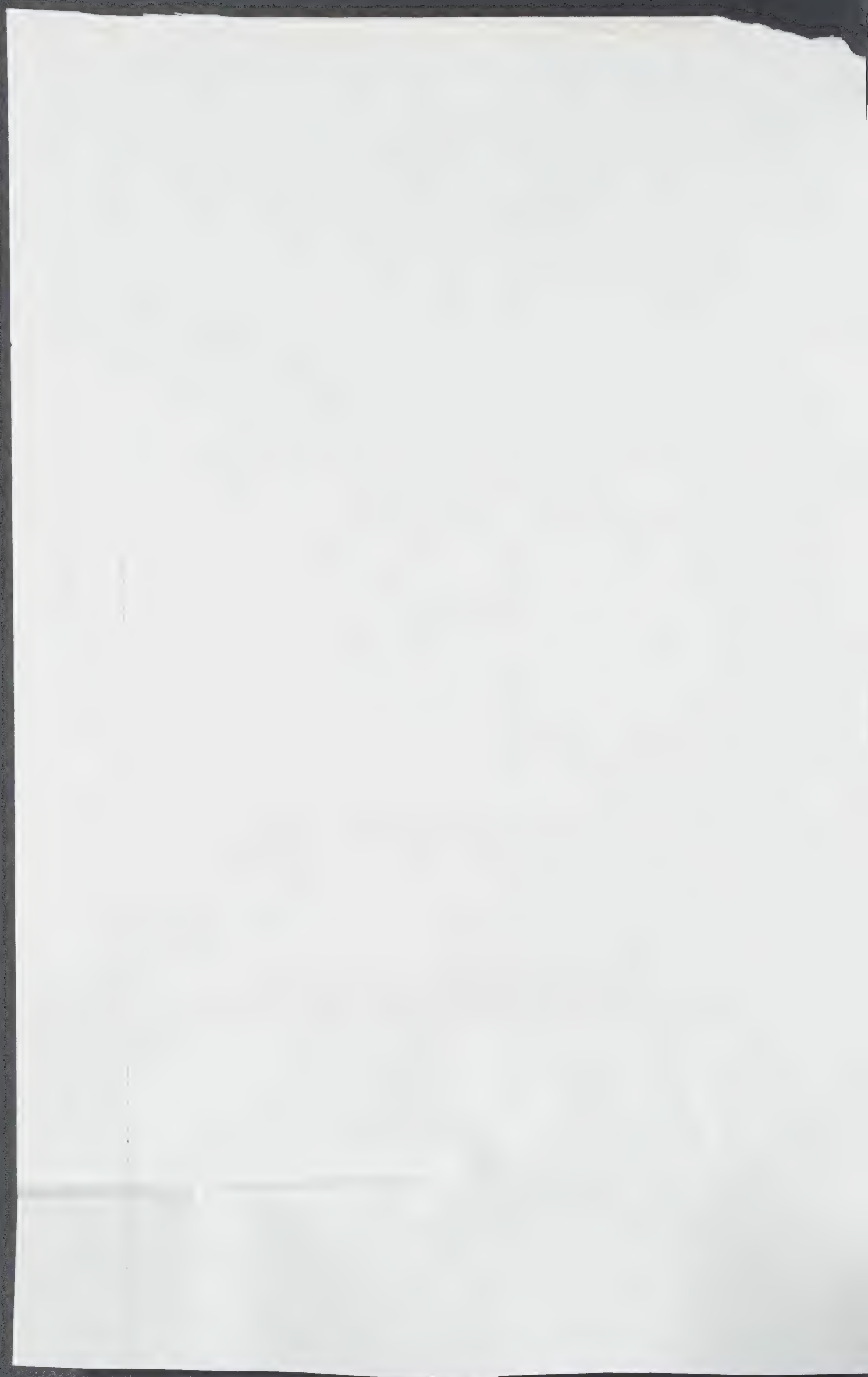




C. H. H. M.

CONFIDENTIAL

W. H. H. H.  
E. H. H. H.







FAX FROM

*DR. ALFRED R. BADER*  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone: 414/277-0730  
Fax: 414/277-0709

August 9, 1995

To: Dr. Erich Hammer  
Cilag Ltd.  
Fax: 41-53-829-567

Dear Erich:

I talked both to Clint Lane, the executive vice president at Aldrich, and Phil Ottinger, the head of SAF in St. Louis about your generic drug.

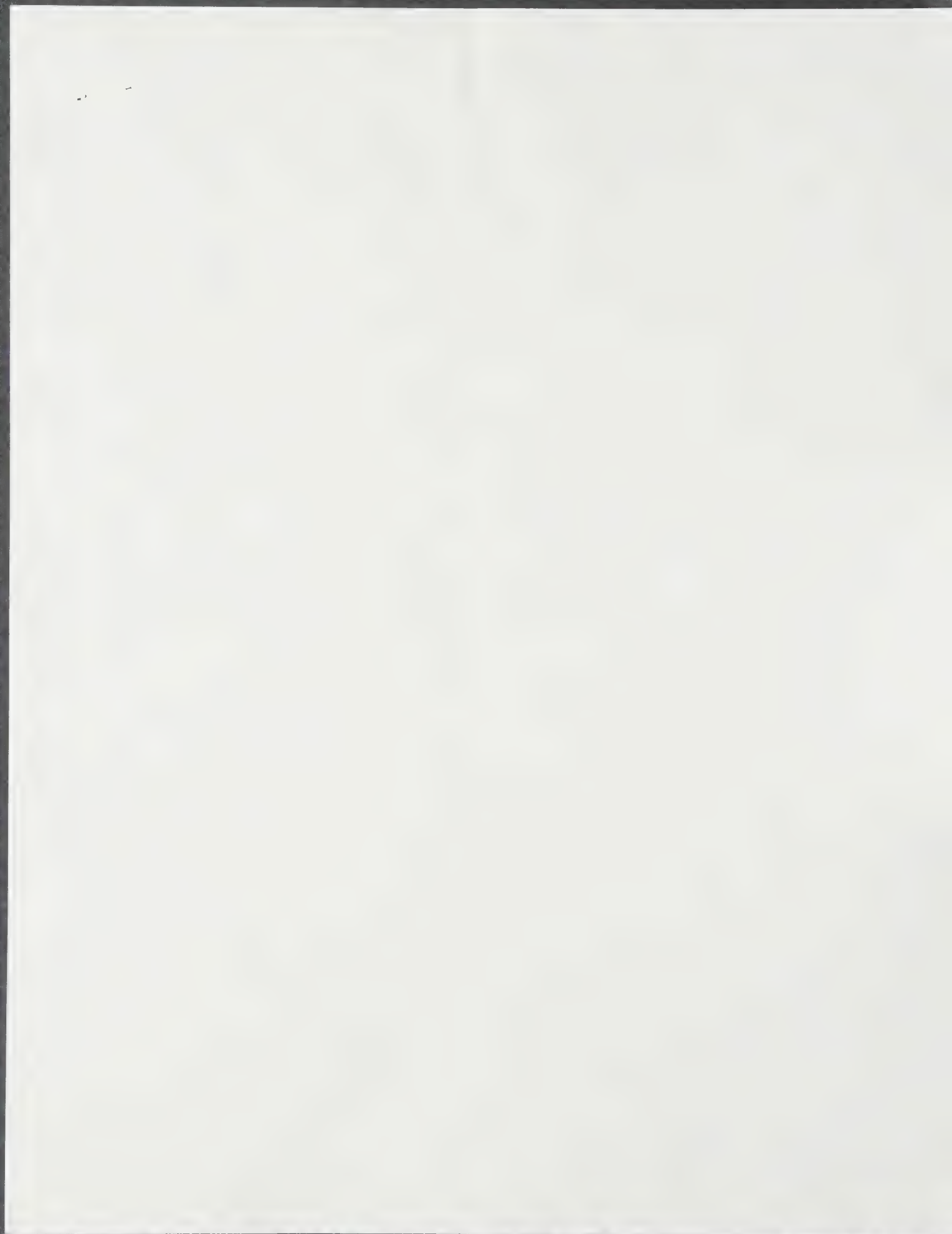
Phil told me that the ball is in your court and that he would telephone you to discuss this today.

Have the Indians finally quoted on 2,6-diisopropylphenol?

Can I help in any other problems?

Best wishes,

AB/cw

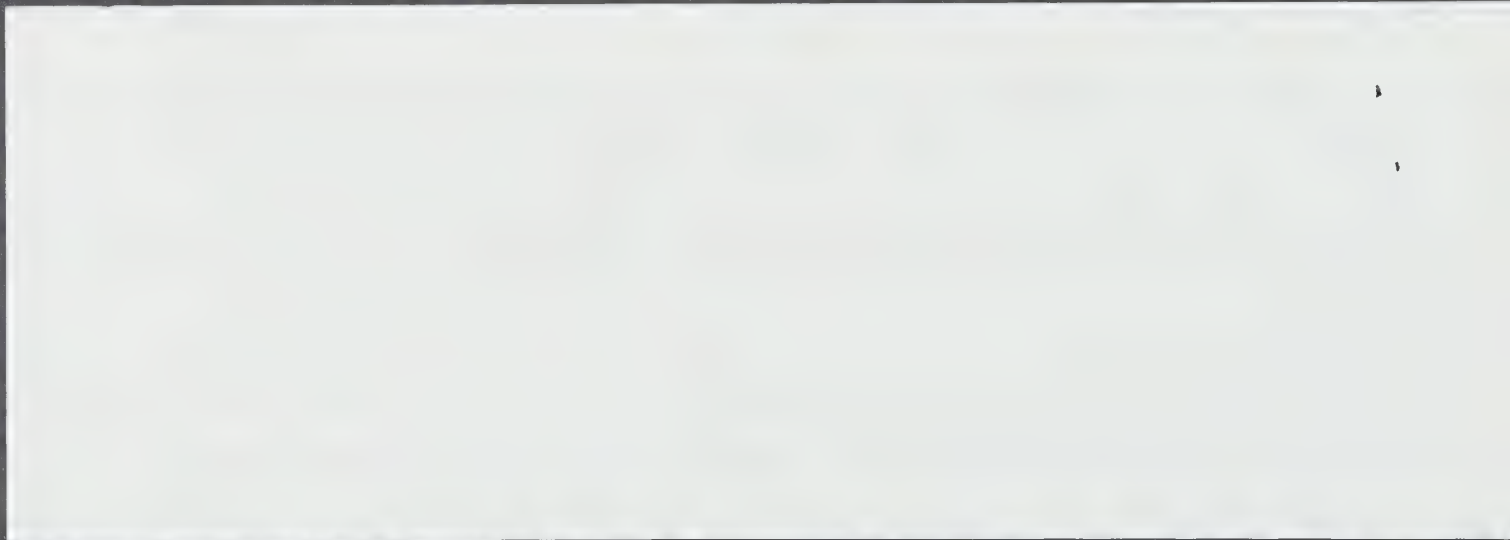


TRANSACTION REPORT

FOR: ALFRED BAYES FINE ARTS - 10122 2014

END

RECEIVER	PAGES	DATE
DILAG BARONIAN	1	11



# Cilling Alē

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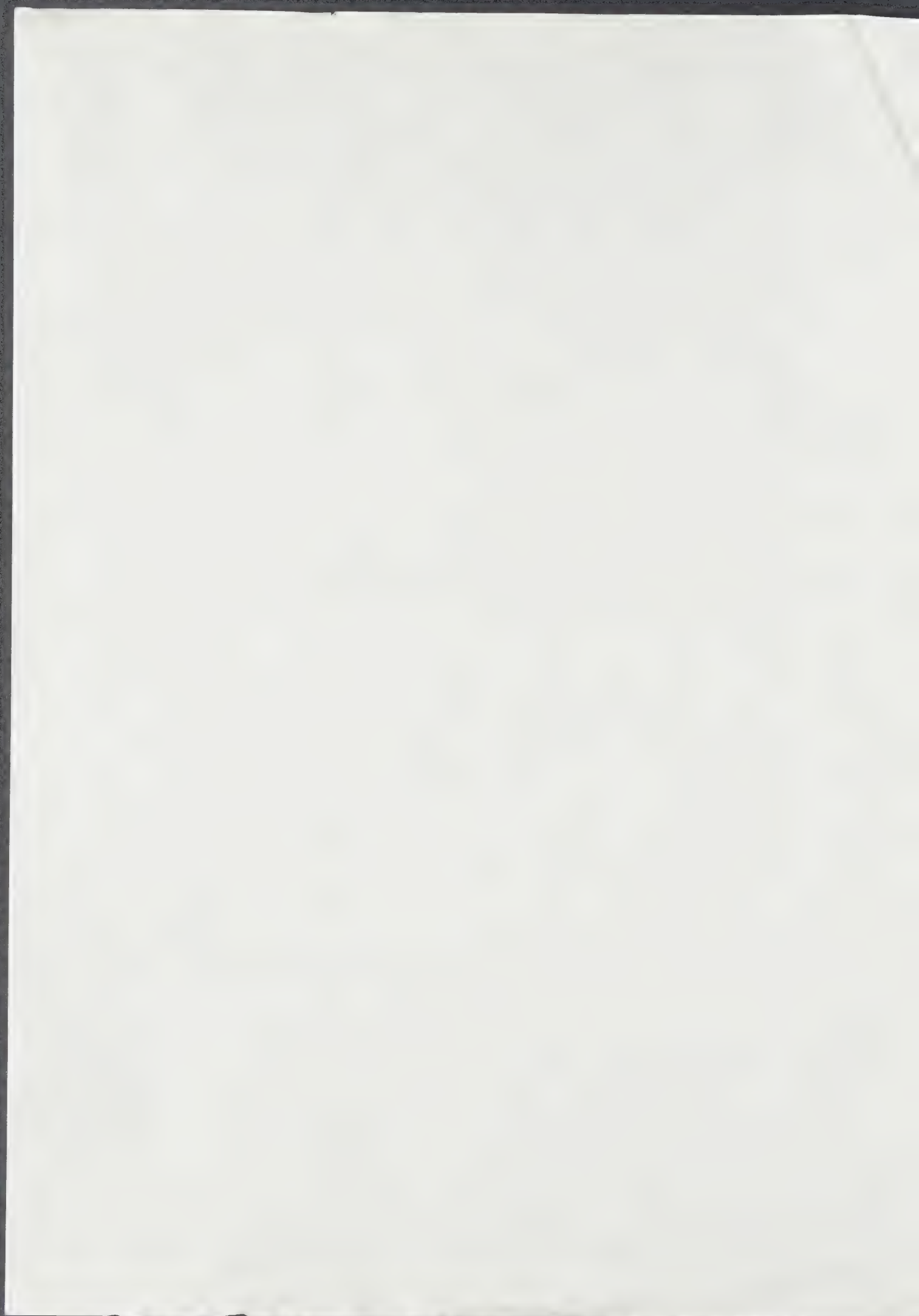
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FAX TRANSMITTAL SHEET

**Dr. Alfred Bader**  
2961 North Shepard Avenue  
Milwaukee, Wisconsin 53211  
Telephone 414 962 5169  
**FAX 414 962 8322**

July 14, 1994

TO: Dr. Urs Eggmann  
Cilag Ltd.  
011 41 53 829 444

Dear Dr. Eggmann:

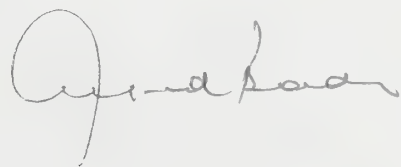
Thank you for your fax.

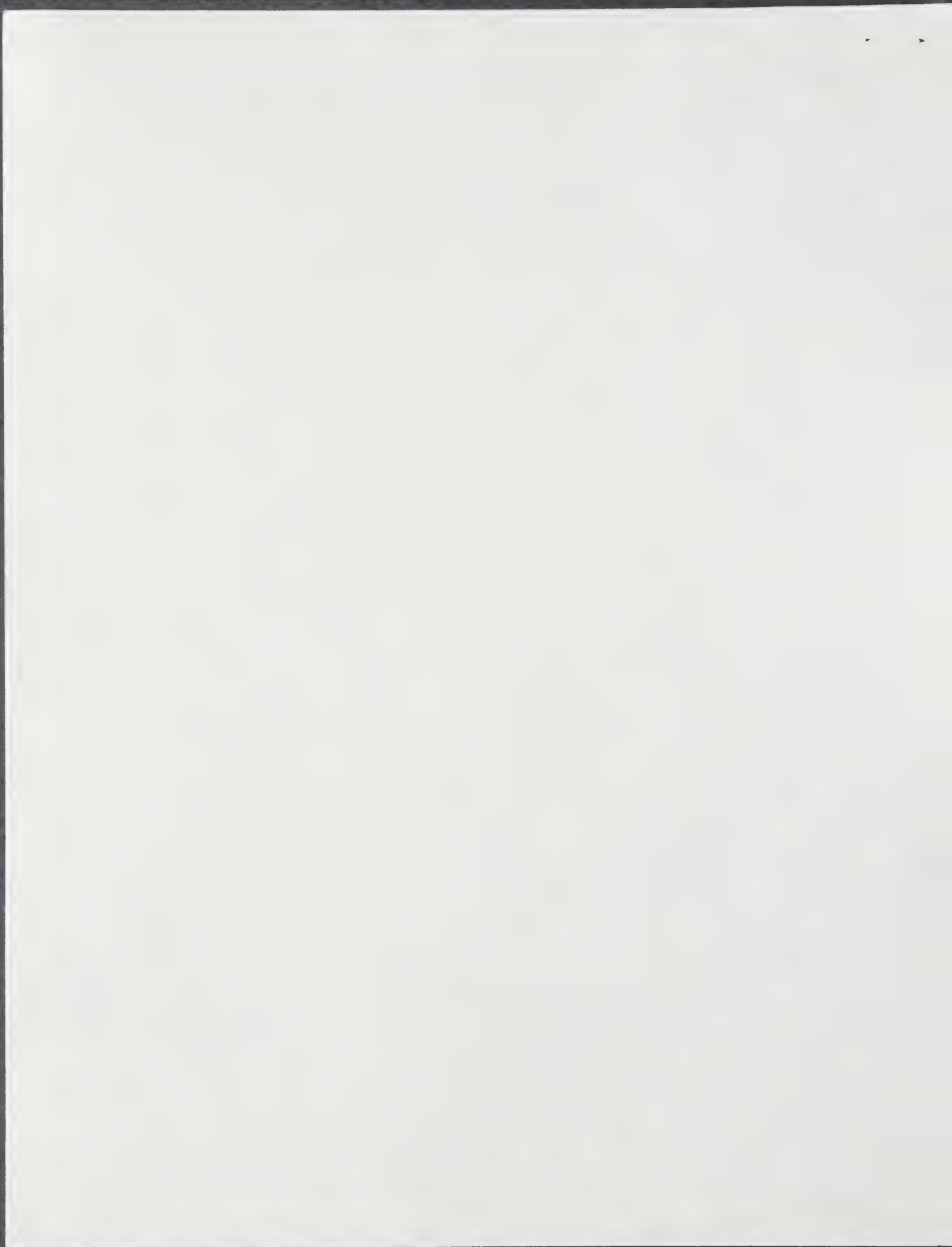
When I was in Schaffhausen two weeks ago, I tried to telephone my old friend, Dr. Carl Richter, but could not reach him.

I look forward to being back in Schaffhausen later this year and hope to have a chance, or at least chat with Dr. Richter and Mr. Plüss then.

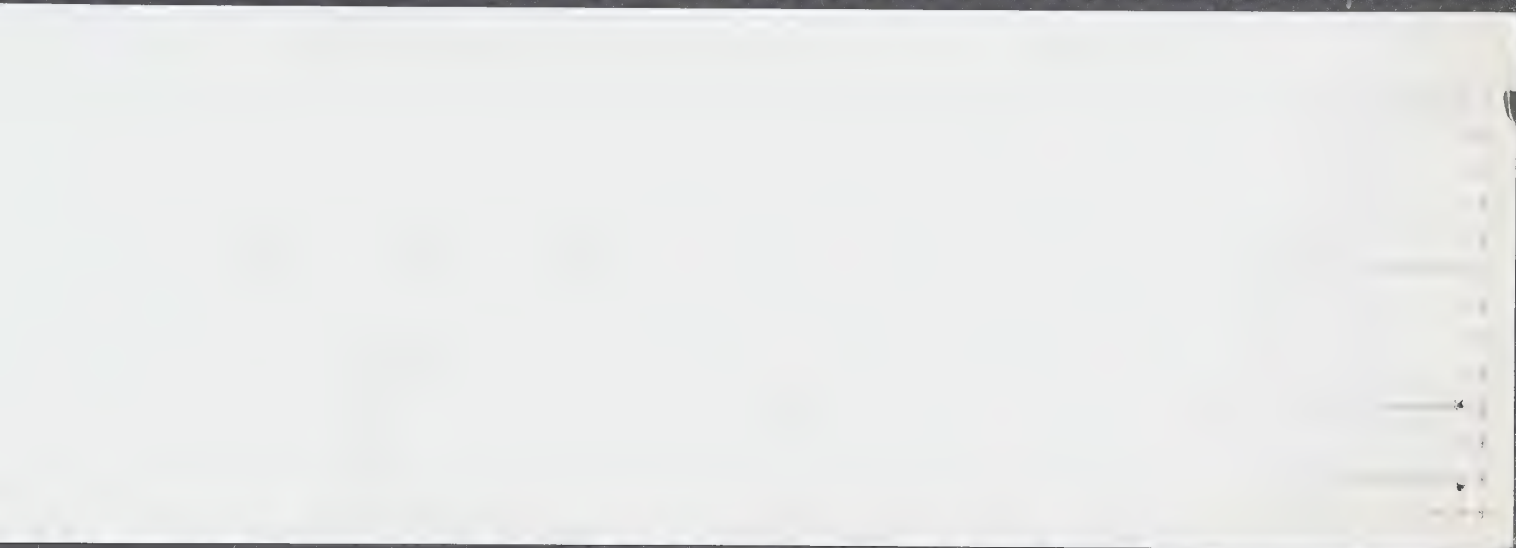
Best regards.

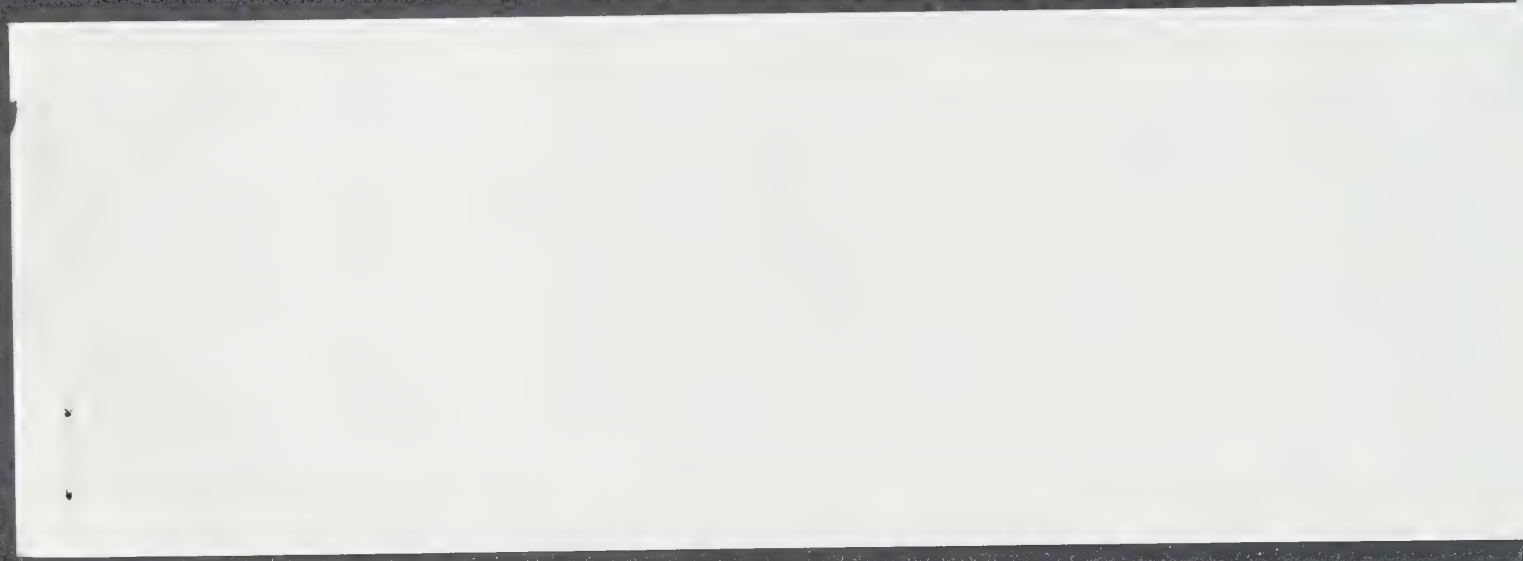
Sincerely,











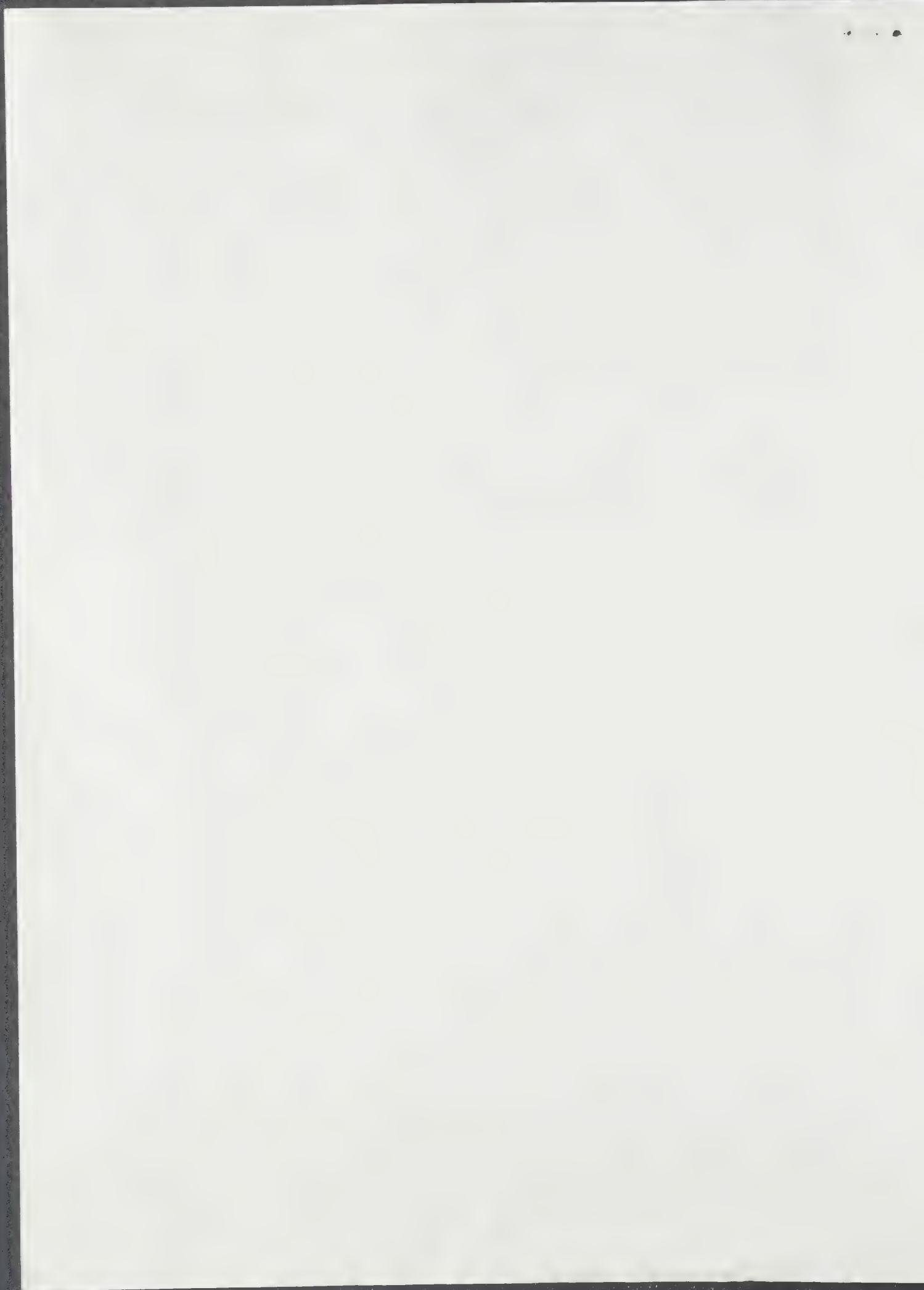
CILAG LTD  
Kilchbergstr. 371-375  
CH-4002 Winterthur



TELEFAX

*[Faint, illegible text, likely a header or recipient information]*

*[Faint, illegible text, likely a footer or contact information]*



FAX FROM

*DR. ALFRED R. BADER*

Suite 622

924 East Juneau Avenue  
Milwaukee, Wisconsin 53202

Telephone: 414/277-0730

Fax: 414/277-0709

August 9, 1995

To: Dr. Erich Hammer  
Cilag Ltd.  
Fax: 41-53-829-750

Dear Erich:

I talked to Phil Ottiger on Wednesday, Clint Lane yesterday, and Greg Hahn today.

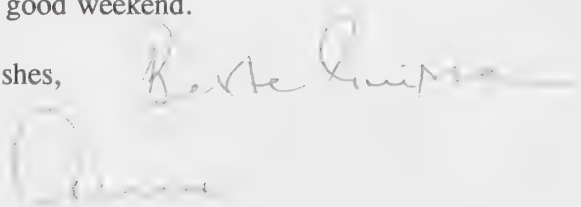
Dr. Hahn told me that he has just prepared a proposal for you, which I presume awaits Ottiger's approval. Hahn explained that the main difficulty lies in the fact that Aldrich does not have the requisite hydrogenation equipment but is willing to purchase this. However, you know what delays there can be with the installation of equipment.

Of course, I pointed to the obvious: There are practically no custom hydrogenation facilities offered in the entire country, and it would be very good for Aldrich to have a really good hydrogenation facility.

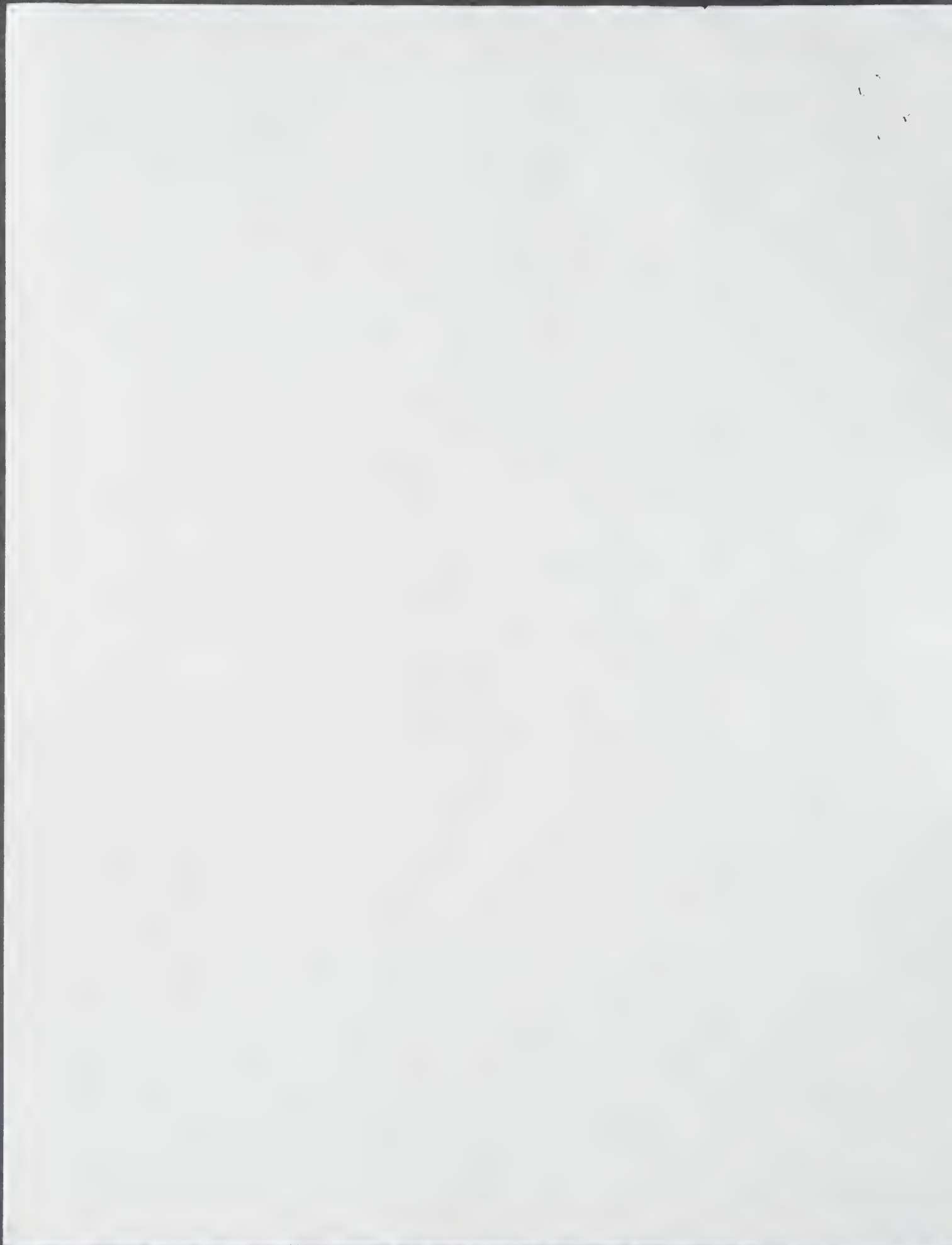
Needless to say, I will follow up.

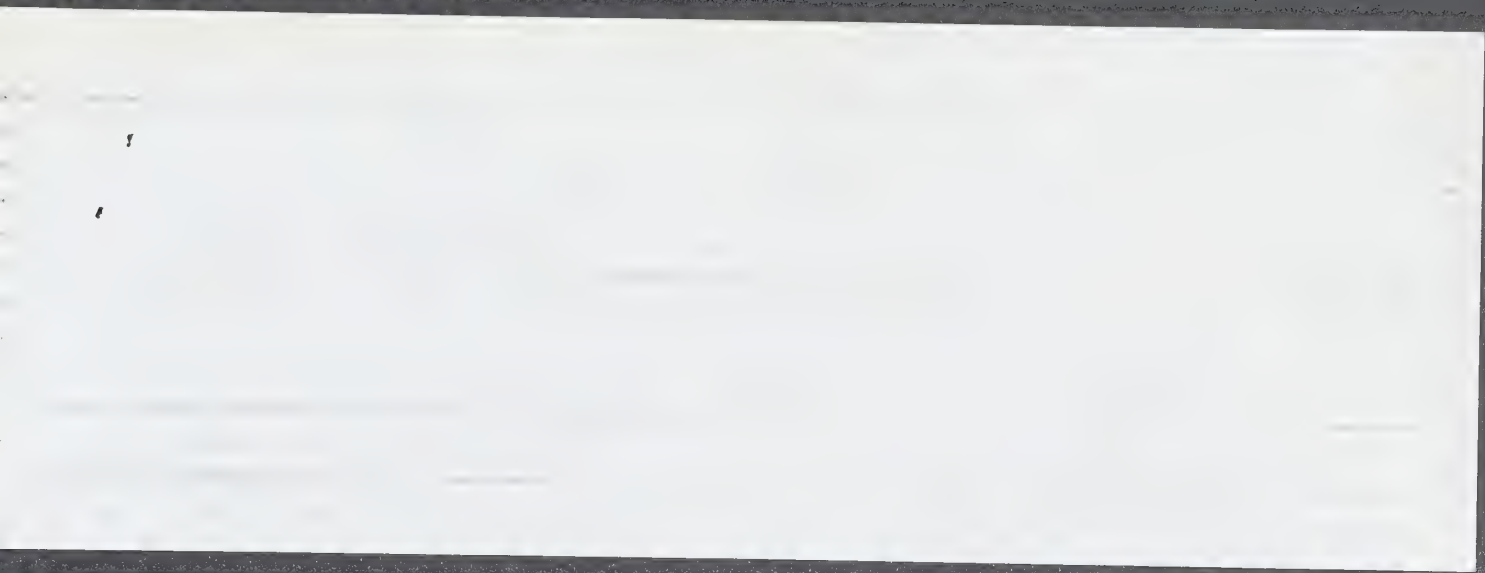
Have a good weekend.

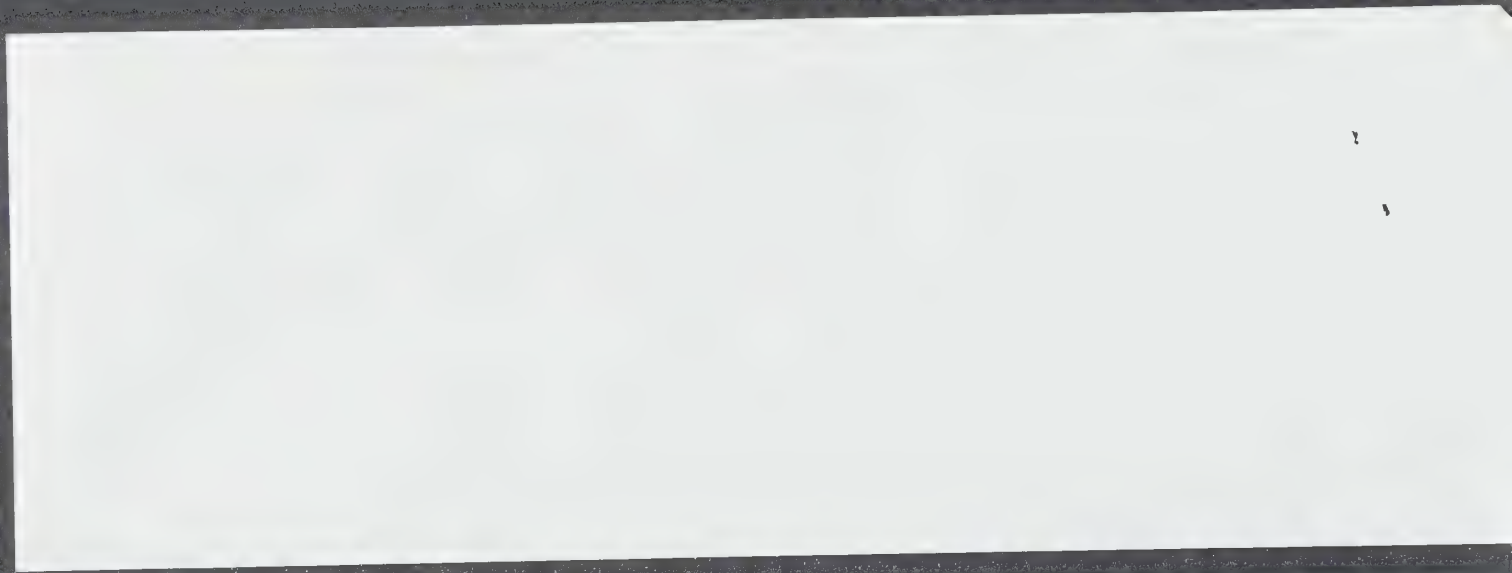
Best wishes,



AB/cw









# Clare AG

1998 2 22

1. Name: Clare AG

2. Address: [illegible]

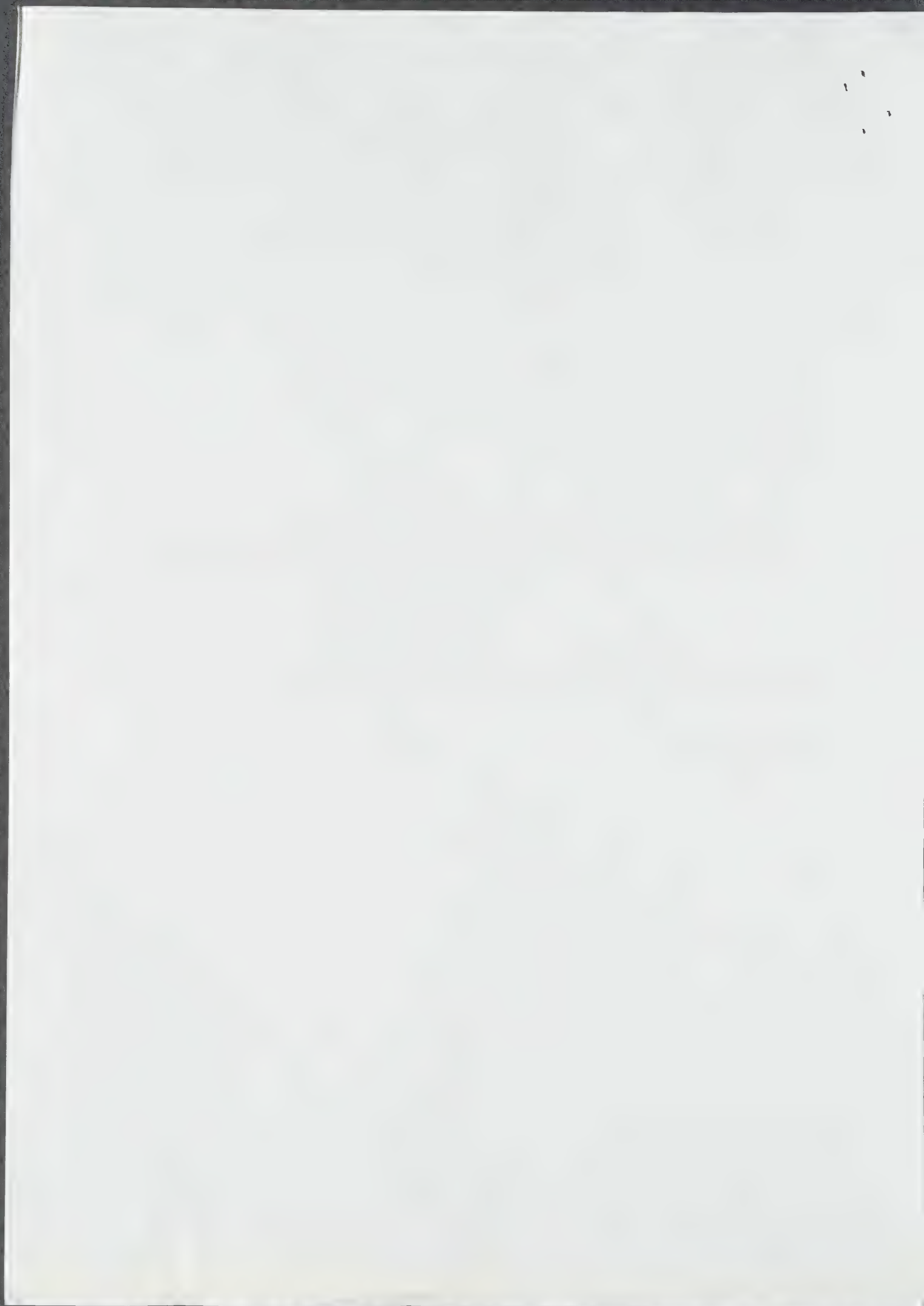
3. Business: [illegible]

4. Director: [illegible]

5. Shareholders: [illegible]

- 6. [illegible]
- 7. [illegible]

8. [illegible]





**CILAG AG**  
Hochstrasse 201/209  
CH-8201 Schaffhausen

Telefon: 053-829111  
Telex: 896 033 cil ch  
Telefax: 053-829 444

**Direktion**

Dr Alfred Bader  
Astor Hotel, Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
U.S.A.

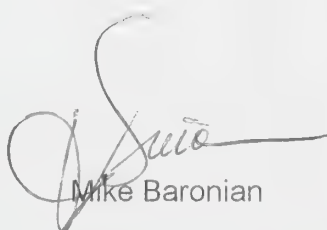
Schaffhausen August 4, 1995  
MB/vk

Dear Alfred,

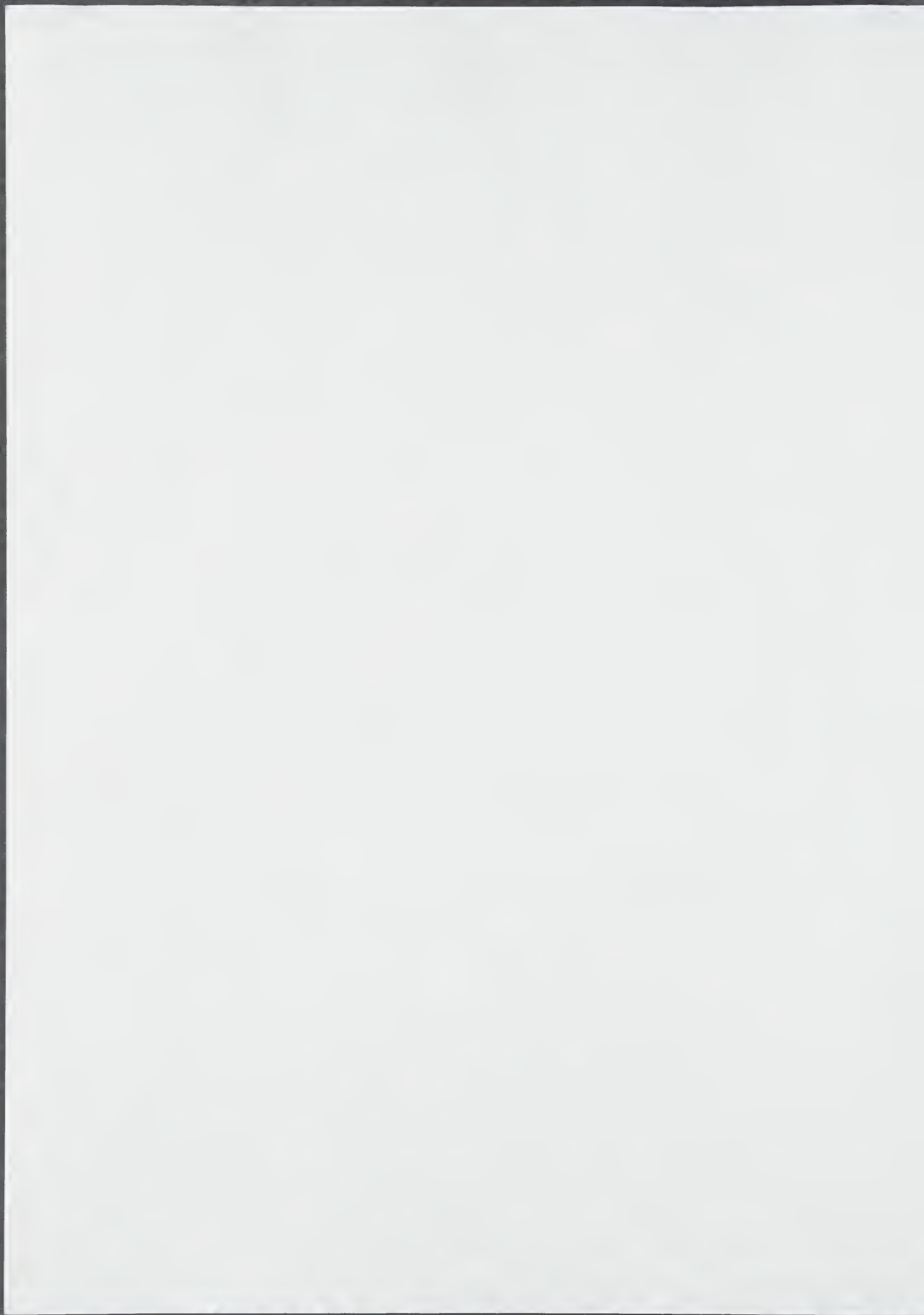
Thank you for all that you have done for Jennifer. - Without your help, Queen's would not have admitted her.

This move, for Jennifer, is very important, she already found an apartment in Kingston, and hopefully, you can see each other when you are there in October.

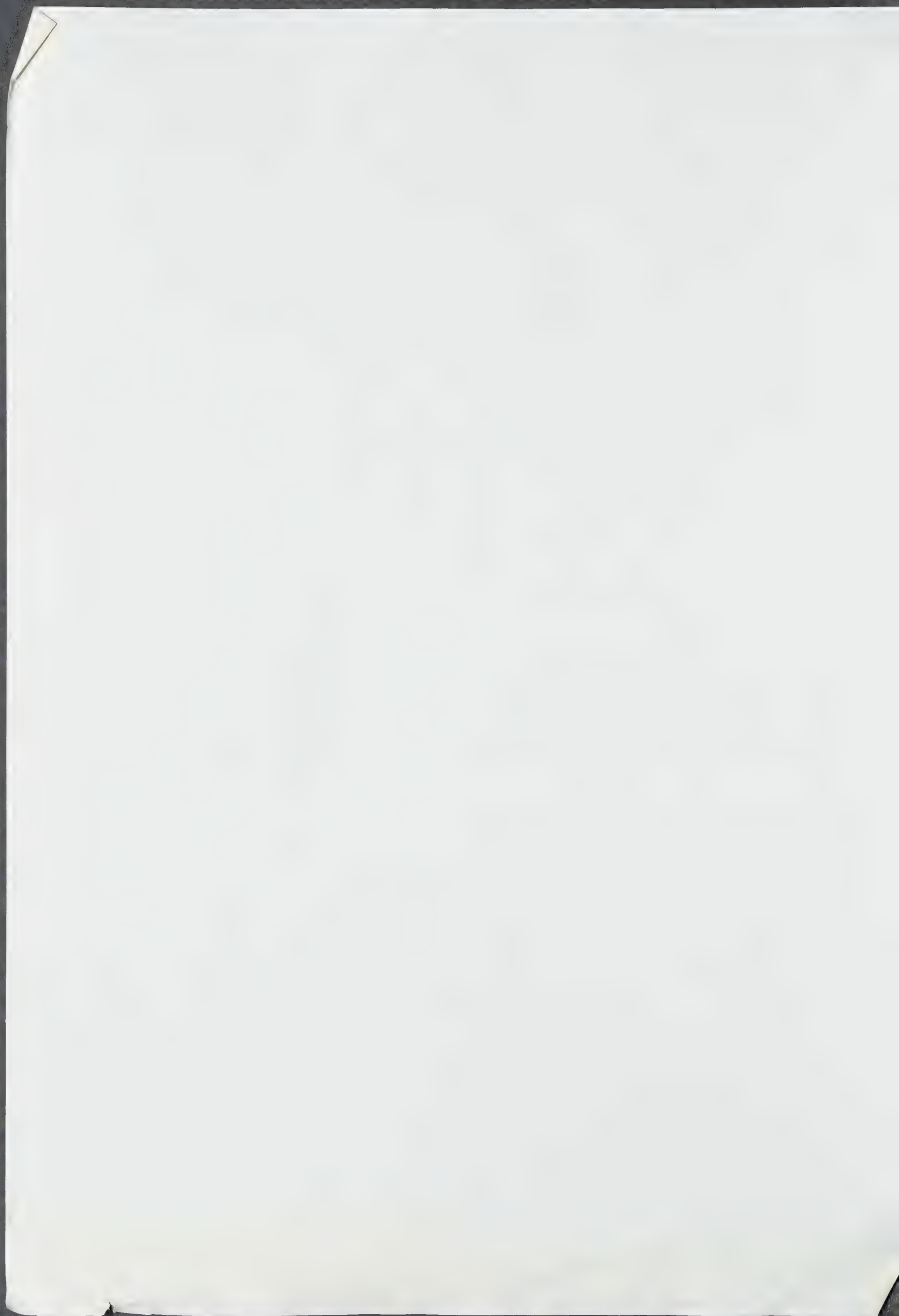
Best regards, and again, many thanks.



Mike Baronian



Telefax from: Wagner Jacqueline, CILAG AG 06.03.96 07,48 ID:





Dr. Alfred Bader  
924 East Juneau, Suite 622  
Milwaukee, Wisconsin 53202  
Phone: 414/277-0730  
Fax: 414/277-0709

*A Chemist Helping Chemists*

September 27, 1996

*PERSONAL & CONFIDENTIAL*

Mr. Michael Baronian  
Managing Director  
Cilag AG  
Hochstraße 201  
CH8201 Schaffhausen  
Switzerland

Dear Mike:

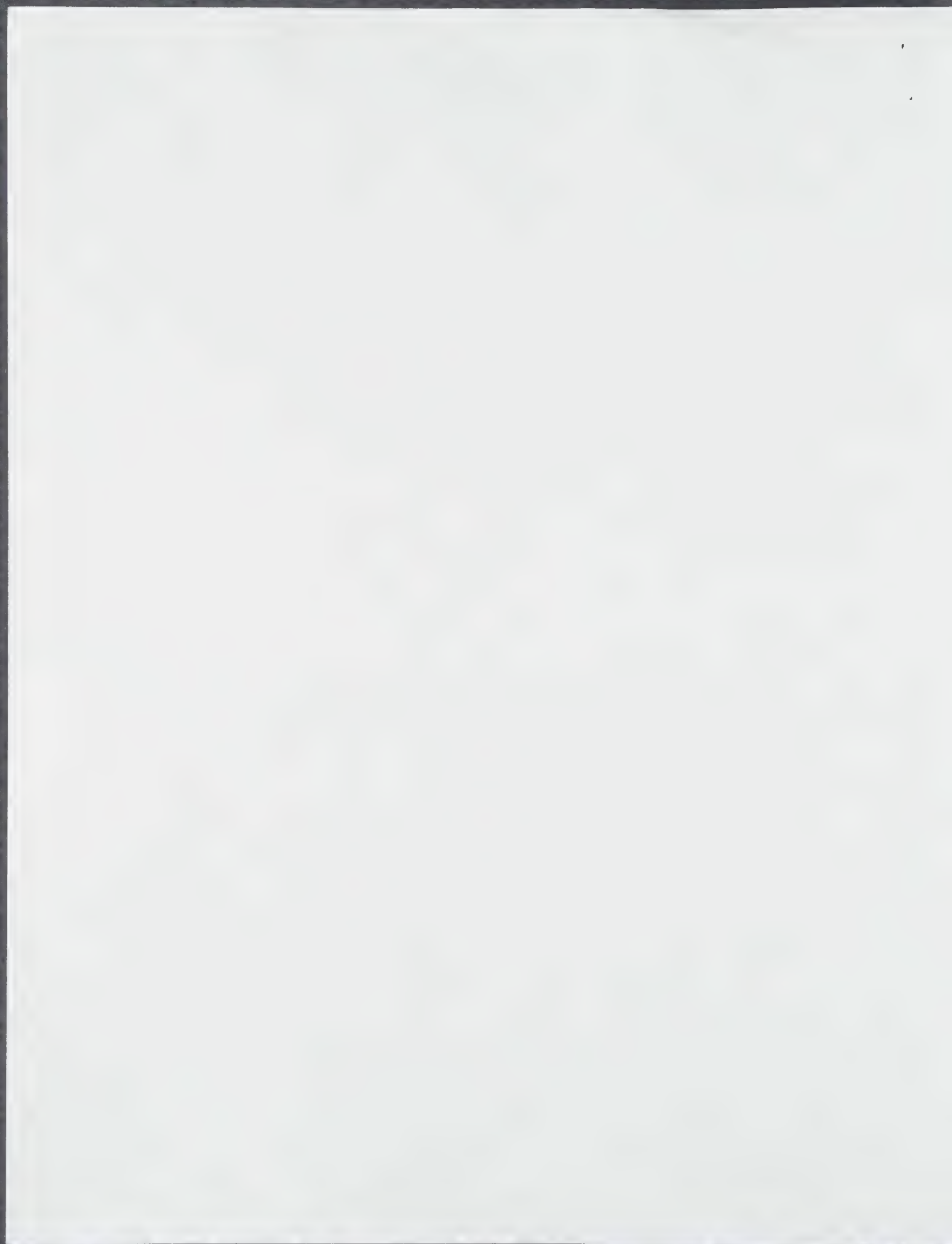
I am deeply saddened to receive your letter of September 20th and to learn that Jenny is no longer at Queen's. I know how difficult it can be to be at a university alone and far from home. That very thing happened to my son, David, who stayed at Queen's for one term and then left. Afterwards, he went to the University of Wisconsin in Madison and did very well indeed.

Please send me Jenny's address. Isabel and I will travel through Indiana twice next April, and we would love to visit with her.

Enclosed please find some information about the artist who painted your snowy scene in Pardubice. A number of his paintings will be exhibited at Purdue University in Indiana next April.

Bert is just visiting with us this weekend, and Isabel and I will be in England from November 9th to January 6th. If something important should have to be discussed in Schaffhausen, I could easily fly there from England. Otherwise, faxes are so much easier. Please just remind Dr. Lehner that I love to be presented with problems. I am not likely to be able to help with all but at least with some.

As you will see from the enclosed quarterly report, Synthetech is doing well. It is a great pity that you were not able to visit them this summer.





Mr. Michael Baronian  
September 27, 1996  
Page 2

As requested, I sent you in July 50 of my autobiographies, each inscribed, to your English operation for forwarding to Schaffhausen. I enclose a copy of my invoice and just hope that the shipment has not gotten lost.

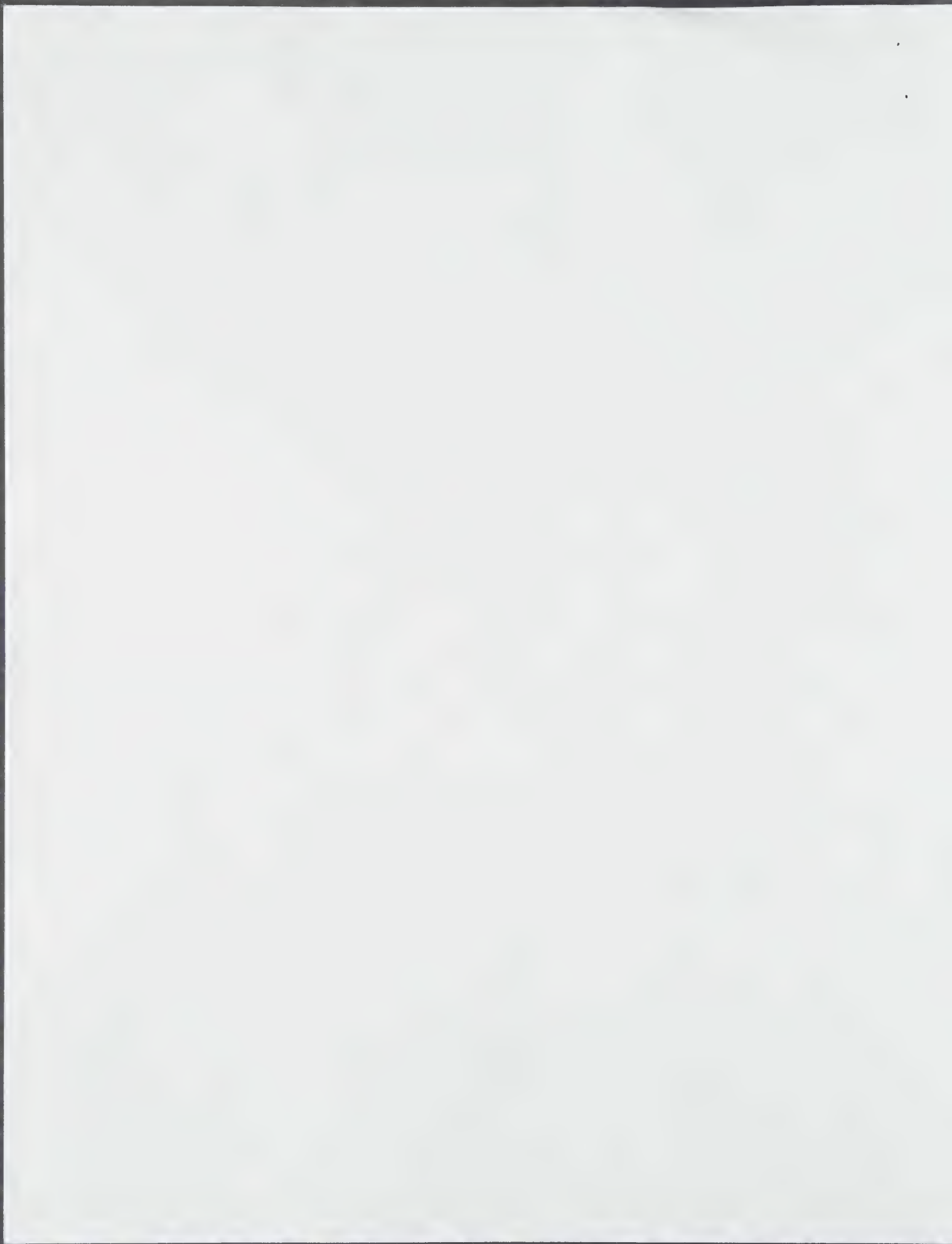
Is there any chance that we might meet in England in November or that you could visit us again in Milwaukee after January 6th? There are very good, brief direct flights from Milwaukee to Indianapolis.

With all good wishes, I remain,

Yours sincerely,

AB/cw

Enclosures





**CILAG AG**

Hochstrasse 201  
CH-8205 Schaffhausen

Telefon: +41 52 630 91 11  
Telefax: +41 52 630 94 44

**Direktion**

Dr Alfred Bader  
924 East Juneau Avenue  
Suite 622  
Milwaukee, Wisconsin 53202

Schaffhausen September 20, 1996  
MB/vk


Dear Alfred,

I am sorry for the long delay in answering you. I was away all of August and part of September. Lately we have been concentrating on the appropriation for our chemical facilities which I reviewed with you and Bert (approx. 40 MM CHF) and which I will present on September 23rd to our Group Operating Committee.

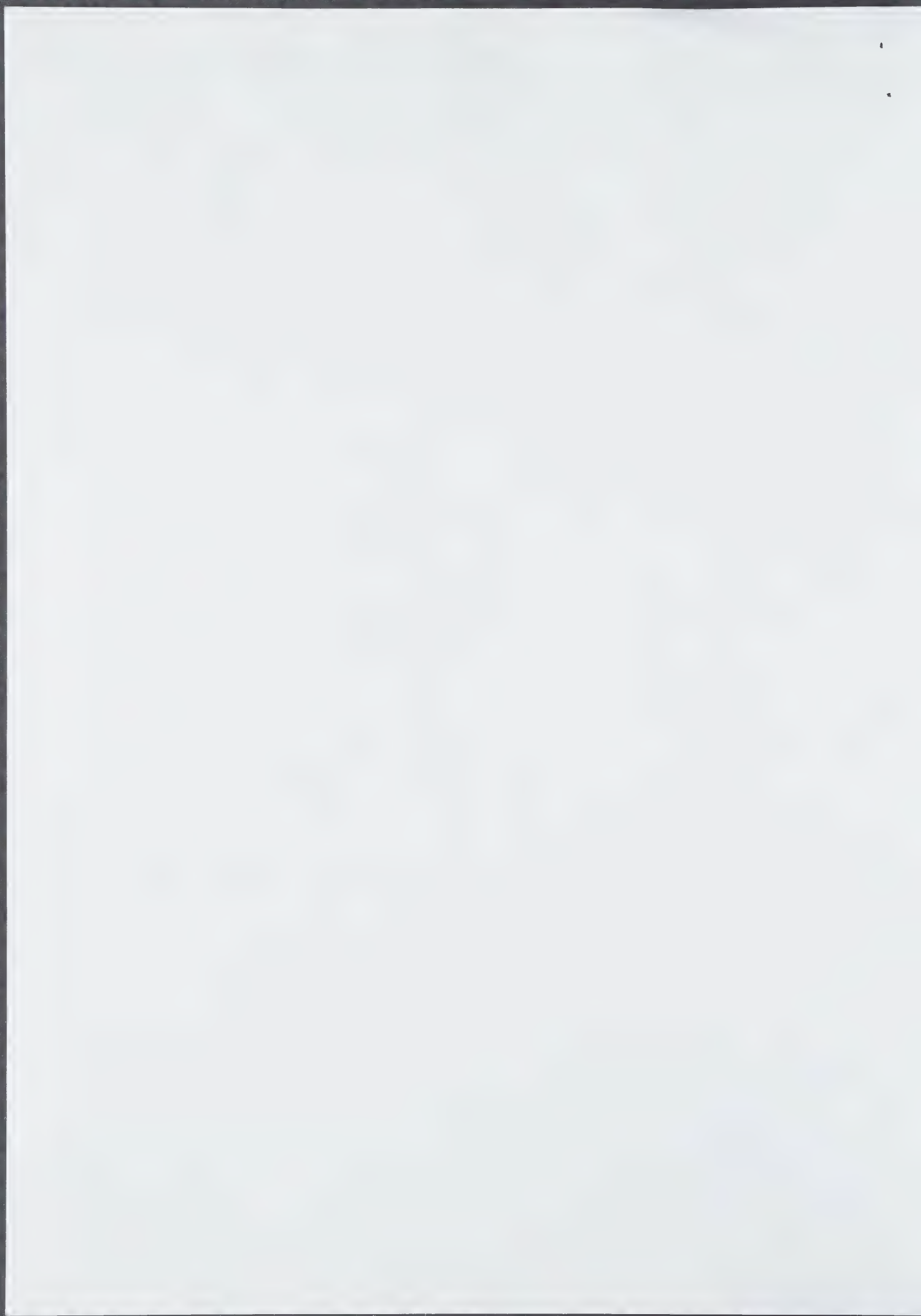
I have bad news about Jenny, and I hope by now she wrote to you, but if not, let me tell you that she is no longer at Queens. She is now with her brother at Franklin College in Indiana. Jenny has had a lot of problems being alone and she needed someone to take care of her. I am sorry it worked out this way after all the work that you did. I also do not have any idea as to how well she did at Queens.

I value our relationship, and my family feels very obligated to you for what you have done, but apparently she needed to do this.

Best personal regards,



Mike Baronian





**CILAG AG**

Hochstrasse 201/209  
CH-8201 Schaffhausen

Telefon: 053 - 829111  
Telex: 896 033 cil ch  
Telefax: 053 - 829 444

**Direktion**

Schaffhausen February 12, 1996  
MB/vk

Dr Alfred Bader  
Astor Hotel  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
USA

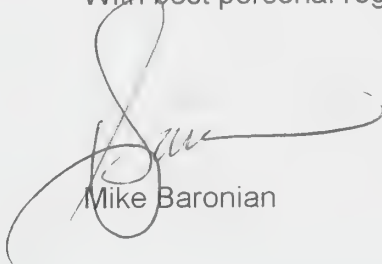
Dear Alfred,

Good to hear from you, and I am looking forward to seeing you in June, here in Schaffhausen.

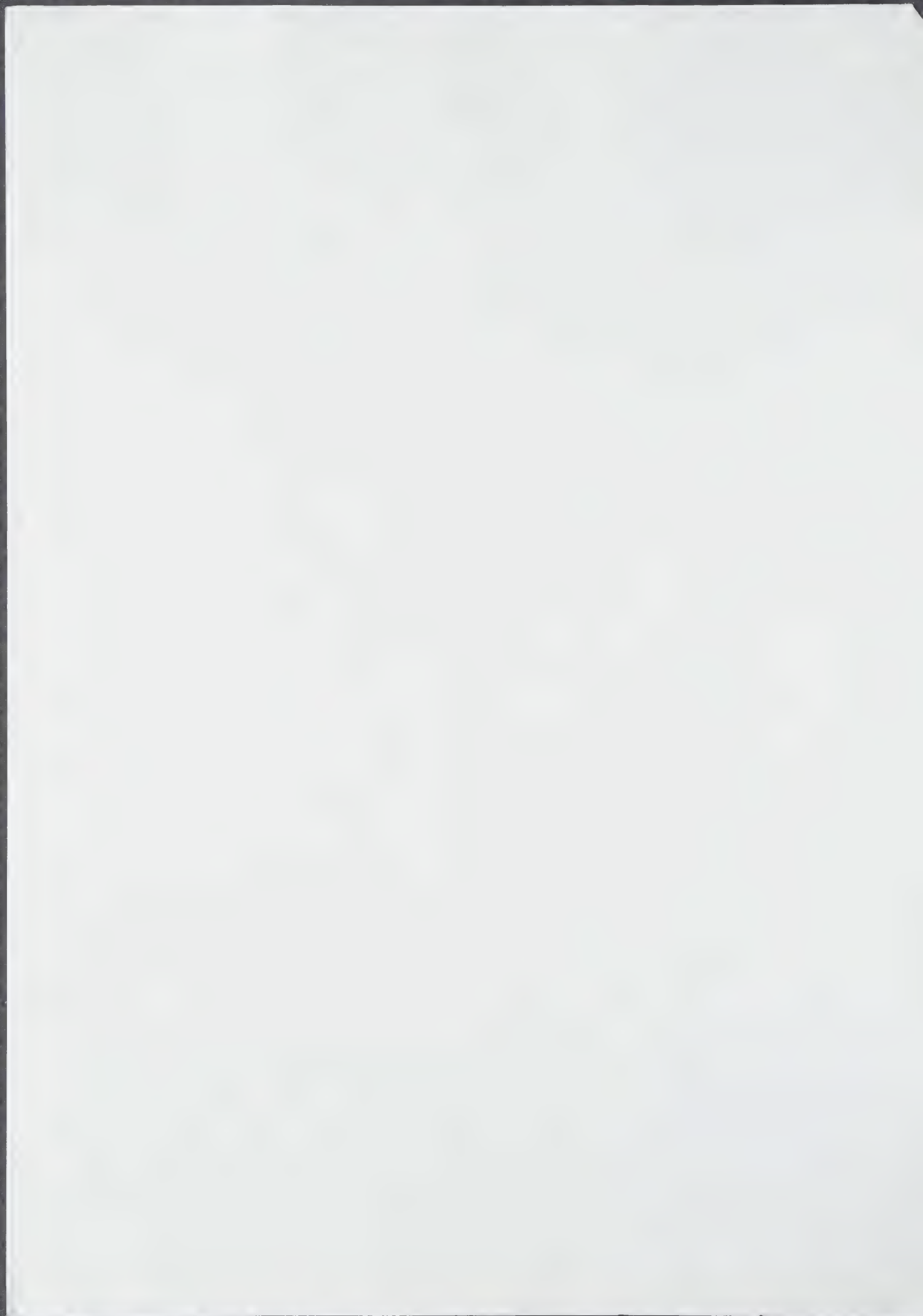
I will follow up the 2,6 Diisopropylphenol from India and I will let you know the outcome.

As far as the dicarboxylic acid potassium salt is concerned we would be willing to share our old technology.

With best personal regards,



Mike Baronian



- 2 -

see page 167  
of my autobiography

just retiring.  
A brilliant chemist

Phil Purdue  
President, Carbolabs  
see p 96, autobiography







FAX FROM

DR. ALFRED R. BADER  
White Gables  
2A Holmesdale Road  
Bexhill-on-Sea  
East Sussex TN39 3QE  
Telephone/Fax: 0424-22-22-23

*A Chemist Helping Chemists*

Date: May 20 1996

Page 1 of 2

To:  
Fax:

Michael Berman  
Colony

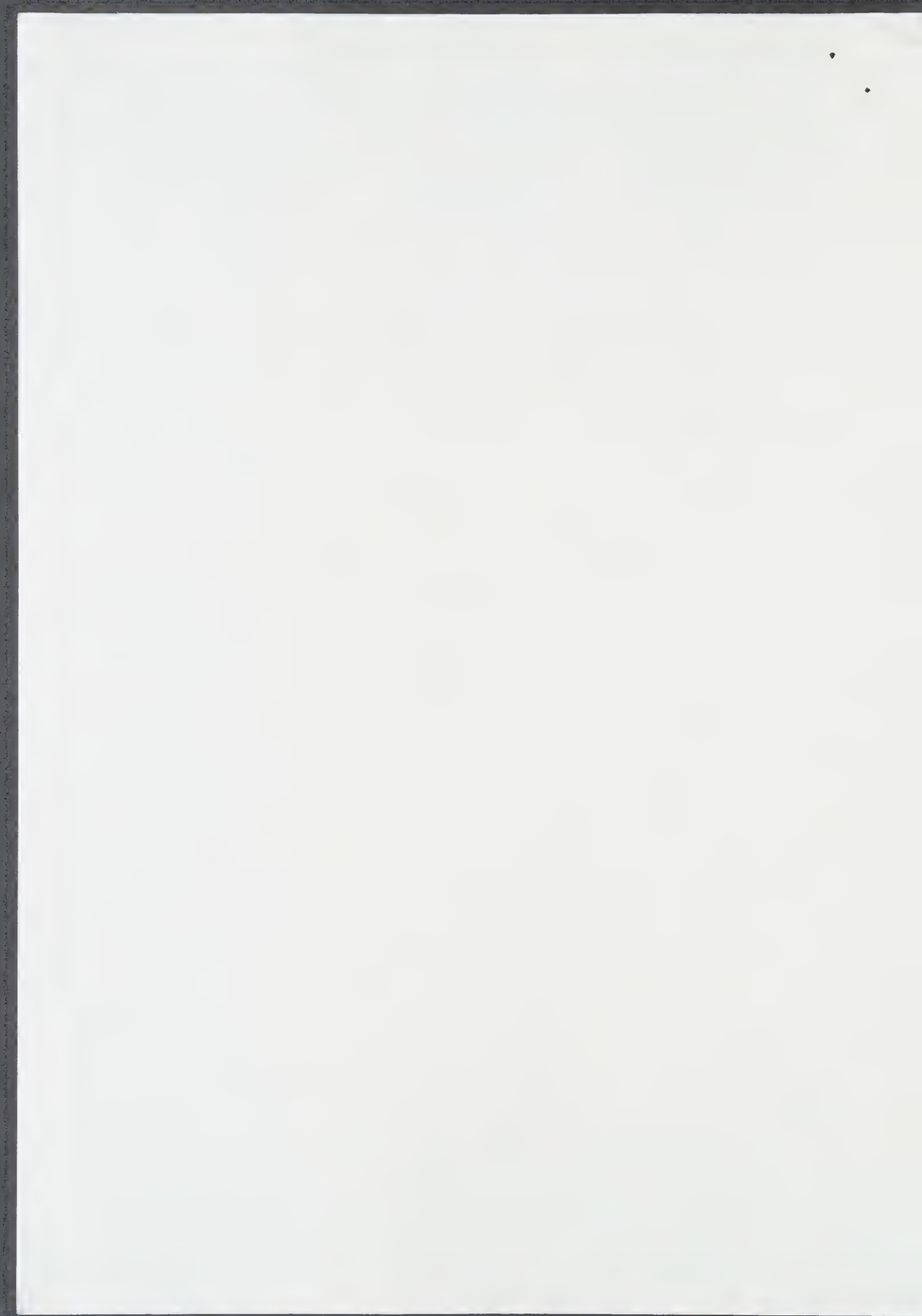
~~41 52 630 9567~~  
41 52 630 9567

From Mike

Here - a great letter

I'll describe them to you - please  
don't let me hear anything about it  
from you

B. A. Bader

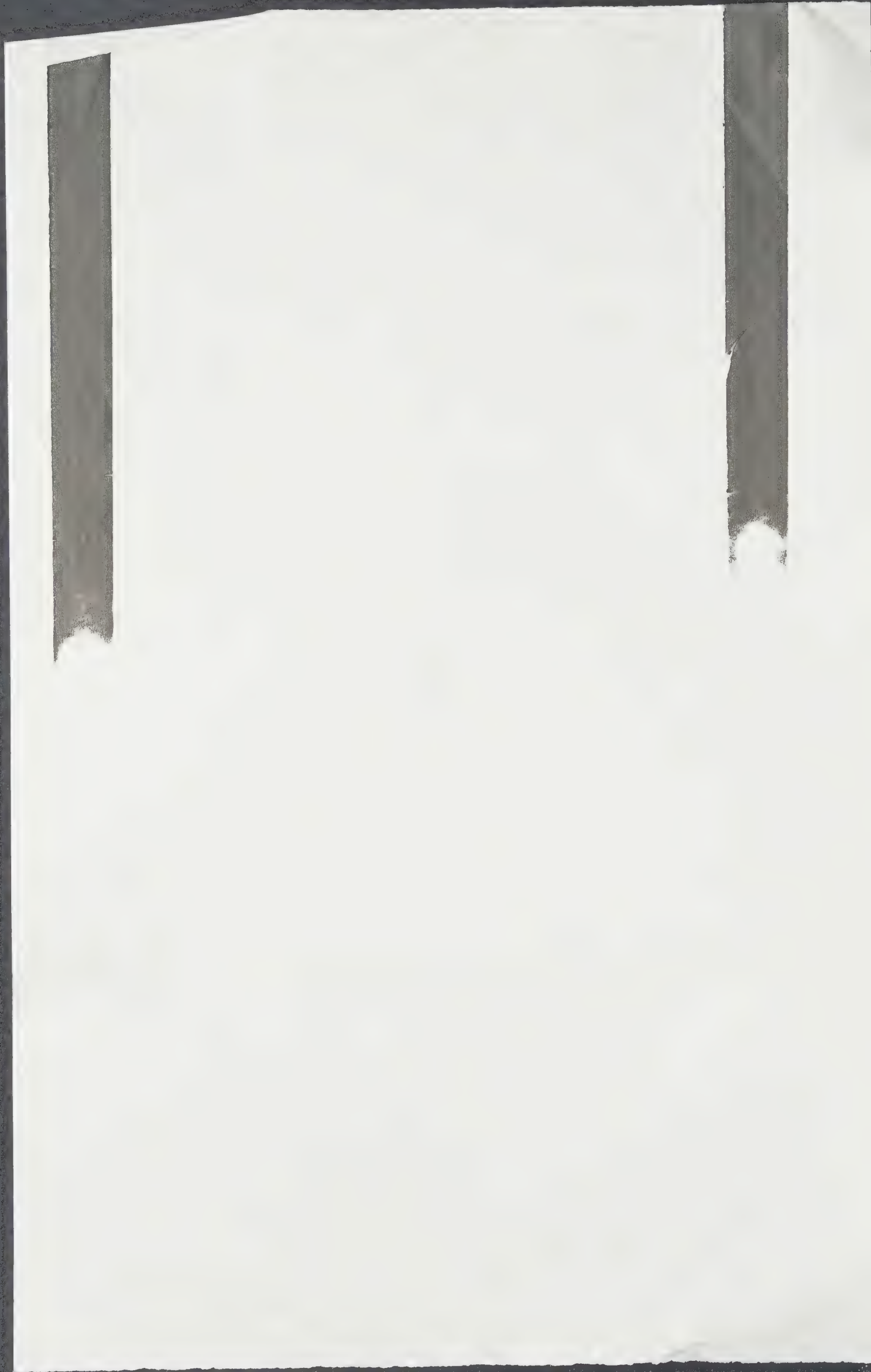


The first part of the document discusses the importance of maintaining accurate records. It emphasizes that proper record-keeping is essential for the effective management of any organization. This includes tracking financial transactions, personnel records, and operational data.

In the second section, the author outlines the various methods used to collect and analyze data. These methods range from traditional surveys and interviews to more advanced statistical techniques and computerized data processing systems. The goal is to ensure that the data collected is reliable and can be used to make informed decisions.

The third part of the document focuses on the application of these findings. It provides practical examples of how the data can be used to identify trends, solve problems, and improve organizational performance. The author stresses that data should not be collected for its own sake, but rather as a tool to drive positive change.

Finally, the document concludes with a call to action, urging all stakeholders to take responsibility for the accuracy and integrity of the data they provide. It suggests that a culture of transparency and accountability is necessary for the most effective use of information.





ALFRED BADER FINE ARTS

DR. ALFRED BADER

ESTABLISHED 1961

August 2, 1996

Mr. Michael Baronian  
Managing Director  
Cilag AG  
Hochstraße 201  
CH8201 Schaffhausen  
Switzerland

Dear Mike:

I so enjoyed being with you in Schaffhausen and am now only sorry that you will not be able to visit us this month.

I do think that your visit to Synthetech will be useful, and I enclose their 1996 annual report, just received. It looks like a small, sound and fast-growing operation.

I am so happy that you liked Kosar's painting of a rainy day in Pardubice, and I enclose my invoice.

I hope to be able to arrange for an exhibition of his works next spring, and I will of course then send you a catalog of that exhibition.

As you know, I sent the 50 signed autobiographies which you requested to your English branch and hope that you will receive these soon. My invoice for these is enclosed also.

I am so glad that I had a chance to talk about some more problems with Dr. Lehner and have already reported to him regarding some and am working on others. Please pass the enclosed copy of my fax to Eastman Chemical to him; they may respond to me or to him directly.

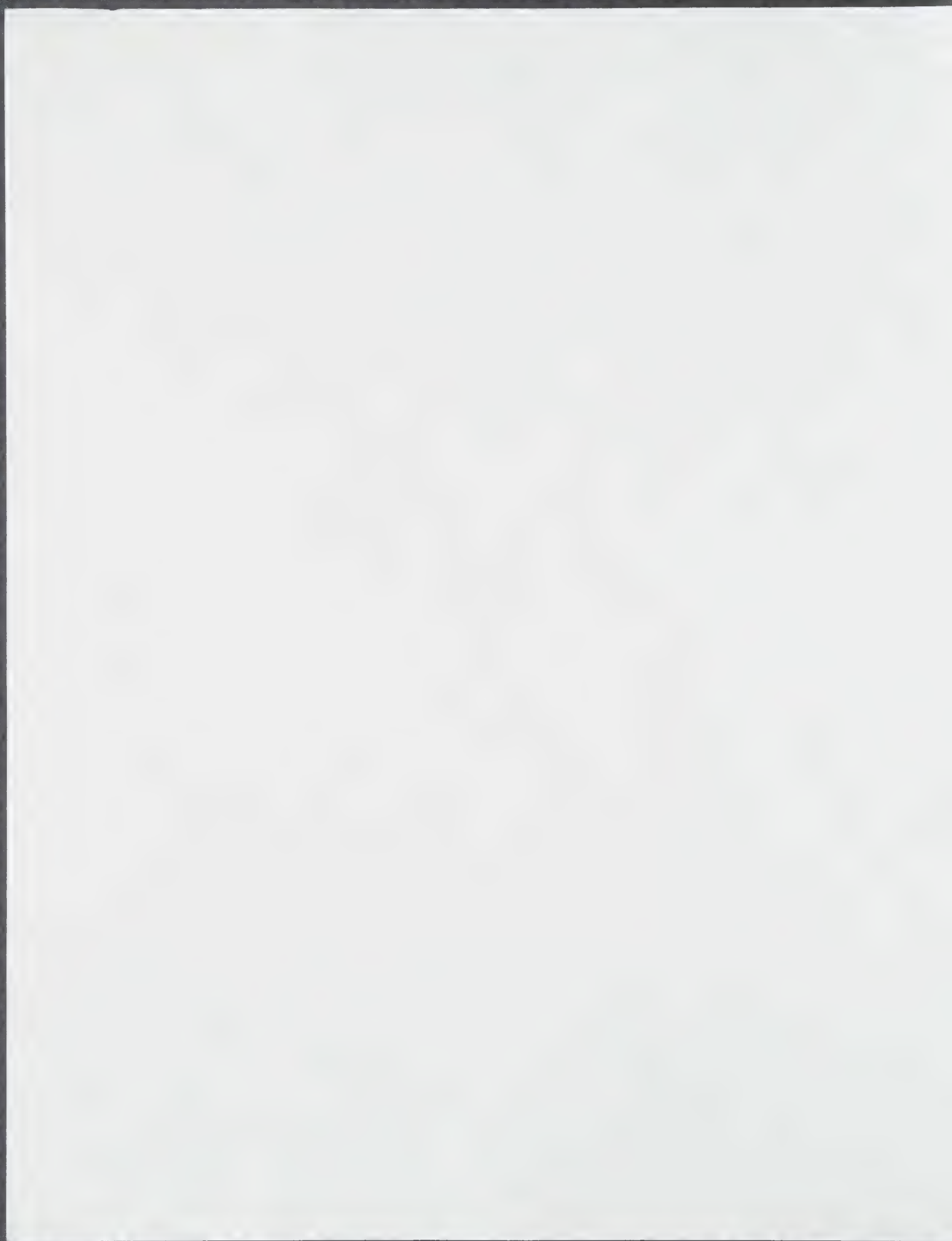
With all good wishes, I remain,

Yours sincerely,

AB/cw

Enclosures

*By Appointment Only*  
ASTOR HOTEL SUITE 622  
924 EAST JUNEAU AVENUE  
MILWAUKEE WISCONSIN USA 53202  
Tel 414 277 0700 Fax 414 277 0700



DR. ALFRED BADER  
WHITE GABLES  
2A HOLMESDALE ROAD  
BEXHILL-ON-SEA  
EAST SUSSEX TN39 3QE  
TEL: 01424 22223

Mrs Deborah Jackson  
Hampden - E. Bay - H.A.  
High Wycombe

July 25 86.

1494 66 75 68

Dear Mrs Jackson

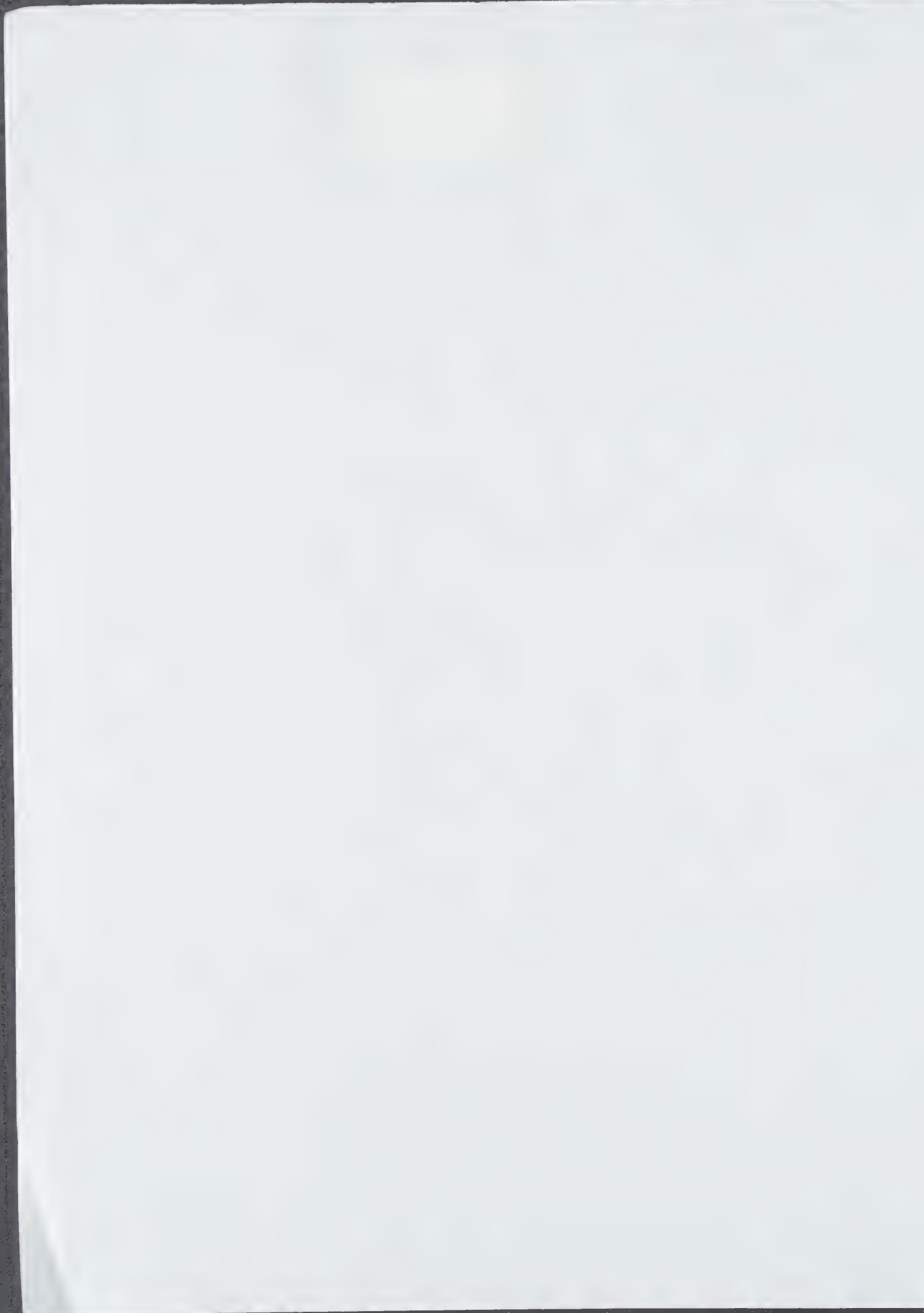
I sent\* you (via L.R.) the  
Lentils from the A.N.C. via package  
weighing 40 kg containing 50 books  
for Mrs. Michael Berman in P. Hoffmann  
Please forward at you convenience

Thanks for you help

Sincerely

Alfred Bader

\* gram sent delivery - Friday morning July 26





CILAG AG

TELECOM

CH-8401 Winterthur

Order No. 741 07 811 01 01

01 01 07 01 01





FAX FROM

DR. ALFRED R. BADER  
White Gables  
2A Holmesdale Road  
Bexhill-on-Sea  
East Sussex TN39 3QE  
Telephone/Fax: 0424-22-22-23

A Chemist Helping Chemists

Date: *June 27 1986*

Page 1 of 1

To:  
Fax:

*Mr. Michael Harrison, Biting  
0001 52 622 7567*

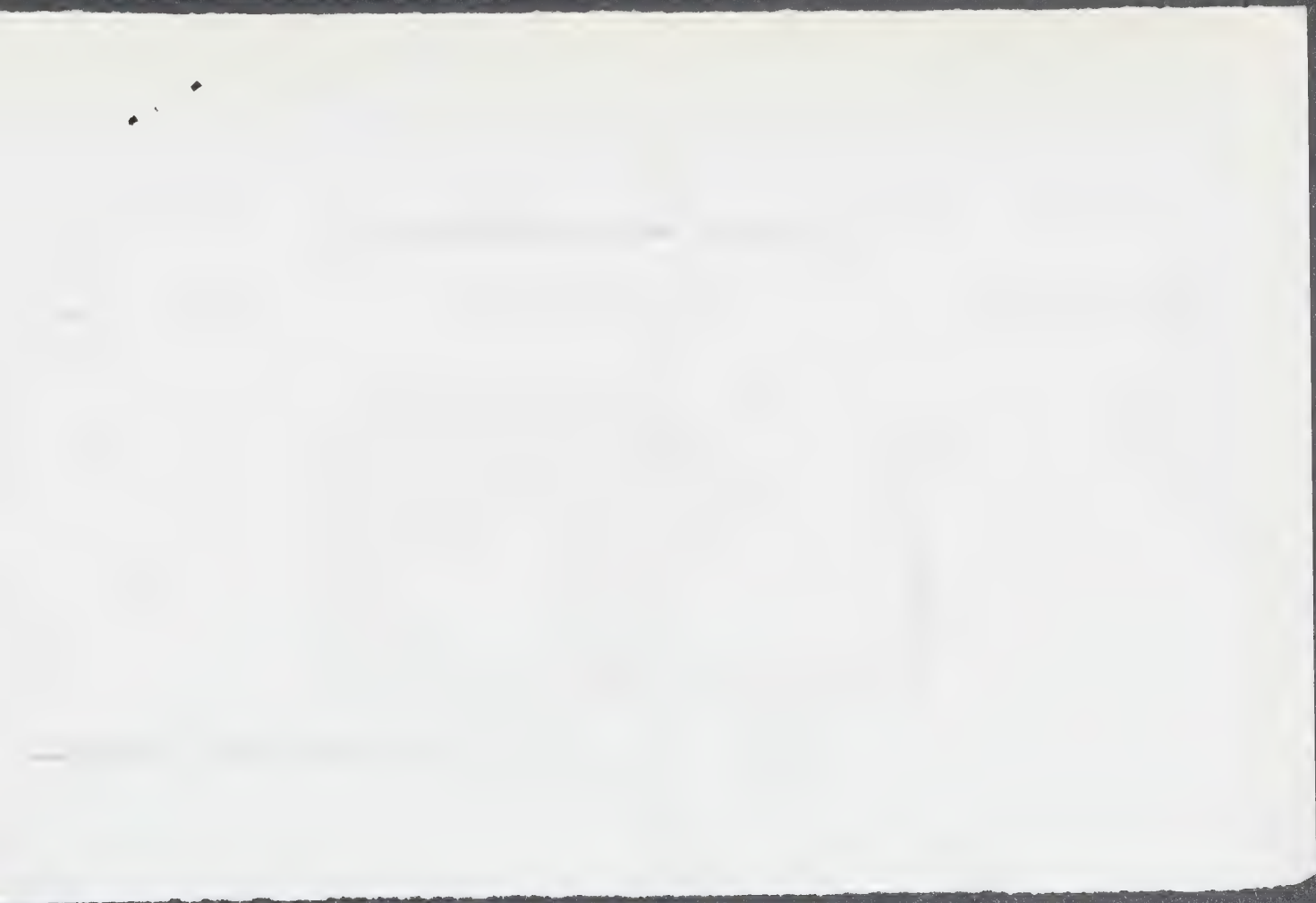
*Dear Mr. H*

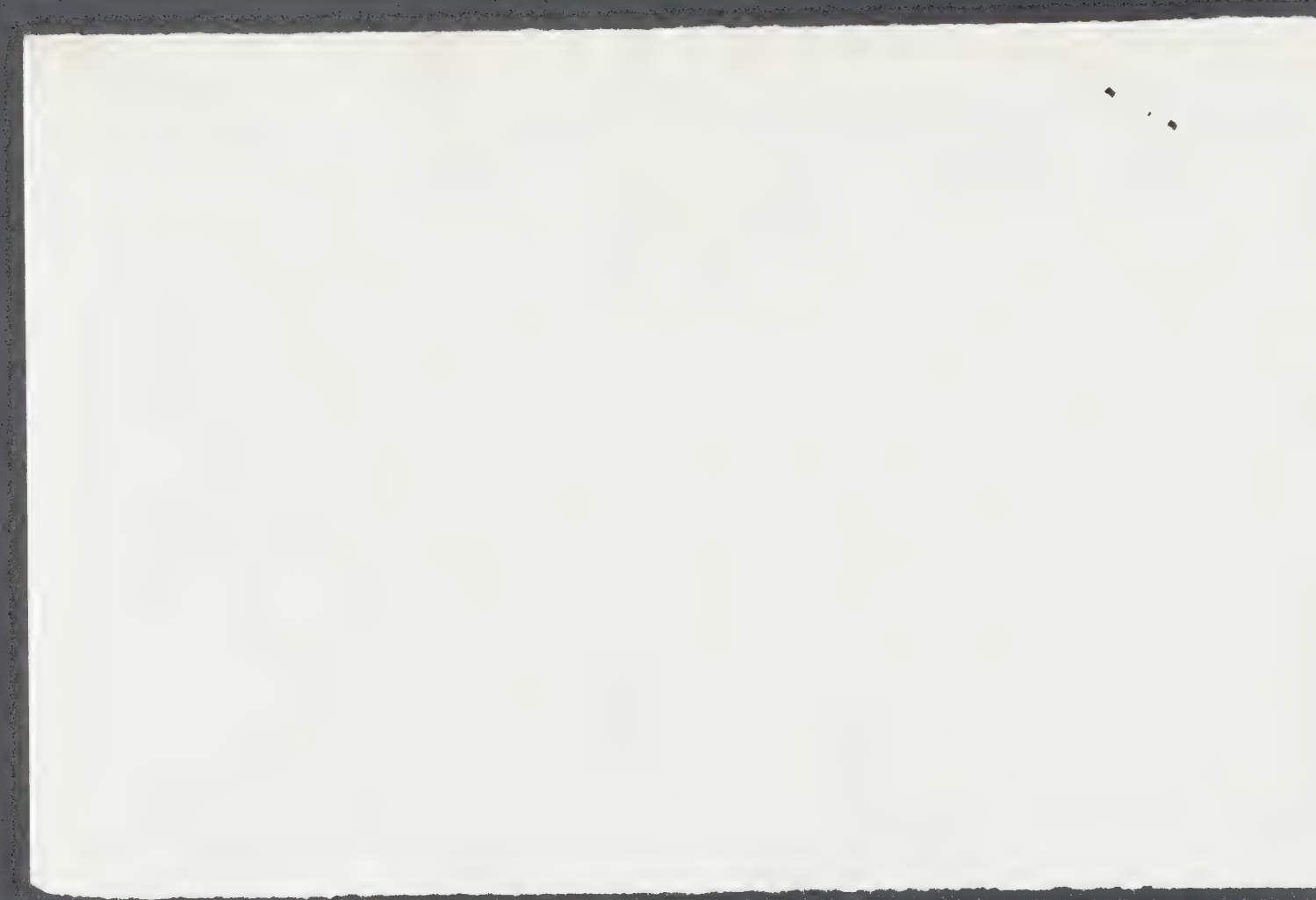
*We are delighted to hear from you  
and what we do suggest is that we should  
be able to work with you & we do like to suggest  
that some of the items we have in stock for  
example see pp 142-3 of my catalog. It would  
be the possibility - best thing to do - to have  
some 44 181 234 2456*

*Dr. Lohm asked me to find your name for  
2kg 4: phenylmethylpyridine (see 44 181 234 2456)  
has this in stock at 50p/kg. If you have large  
quantities would cost much less. I am still checking  
on the other products used by Dr. Lohm.*

*50 copies of my book will be shipped to you  
in July.*  
*Best wishes  
Alfred Bader*









FAX FROM

Dr. Alfred Bader  
924 East Juneau, Suite 622  
Milwaukee, Wisconsin 53202  
Phone: 414/277-0730  
Fax: 414/277-0709

A Chemist Helping Chemists

January 18, 1996

To: Professor Arie L. Gutman  
Department of Chemistry  
Israel Institute of Technology  
Fax: 972-4-343341

*Er ist Professor am Technion  
und leitet auch eine Firma,  
FINETECH, in Haifa, die  
Adamantane macht.*

Dear Arie:

Knowing of your great ability to make substantial quantities of 2-Adamantanone, I am wondering whether you might be interested in making other Adamantanes.

A substantial company in Europe requires several tons of Adamantane-1-carboxylic acid and about 200 kilos of 1,3-Dimethyladamantane.

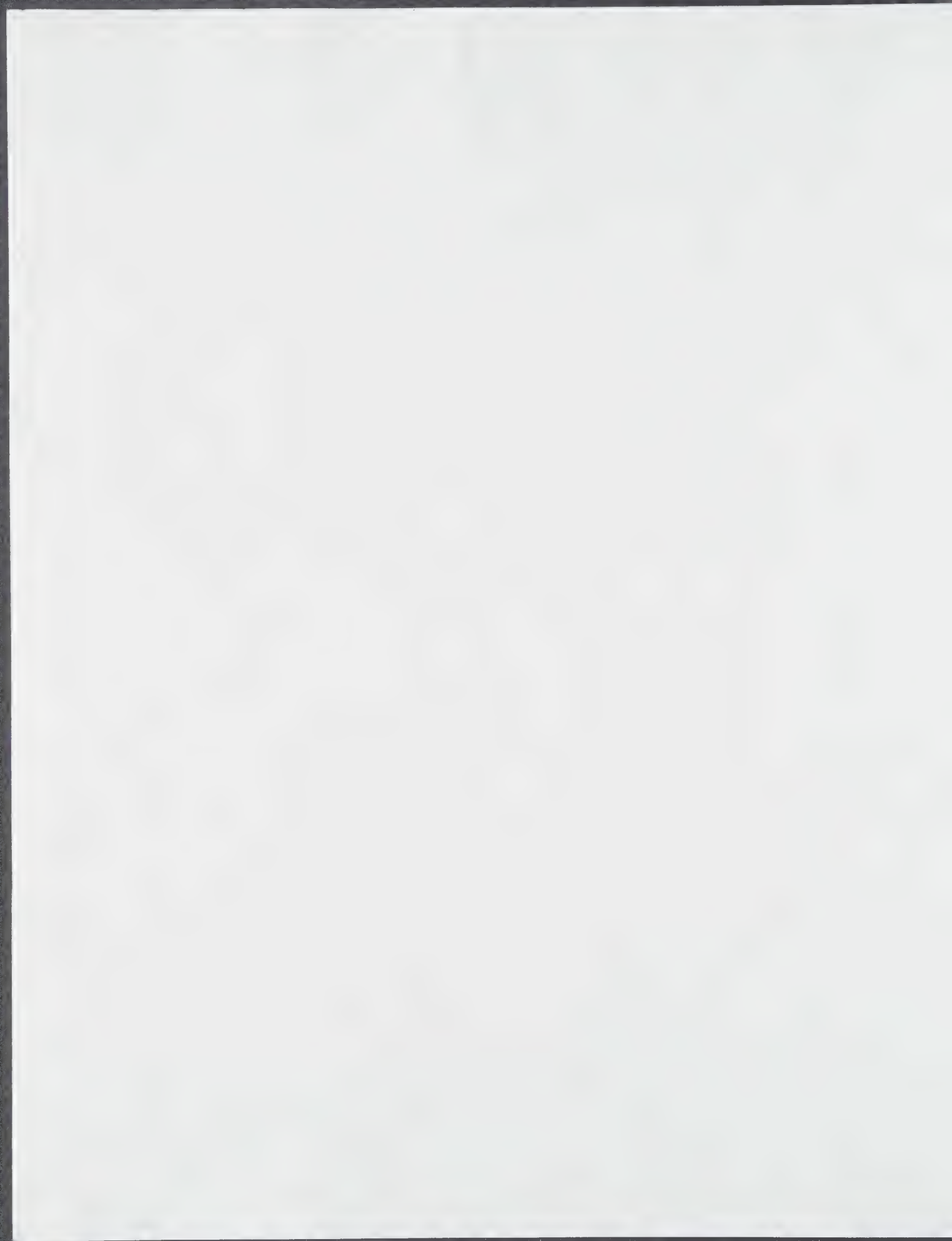
If it should be of interest, just let me know, and I will put you in touch with the customer. Needless to say, I am not looking for a commission either from you or from them, but would really enjoy being able to help.

With all good wishes, I remain,

Yours sincerely,

AB/cw

bc: Michael Baronian







FAX FROM

Dr. Alfred Bader  
924 East Juneau, Suite 622  
Milwaukee, Wisconsin 53202  
Phone: 414/277-0730  
Fax: 414/277-0709

*A Chemist Helping Chemists*

January 18, 1996

TO: Dr. George A. Danson  
Managing Director, Coalite Chemicals  
FAX: 44-1246-240-309

Dear George:

I still remember with great pleasure my visit with you in Bolsover.

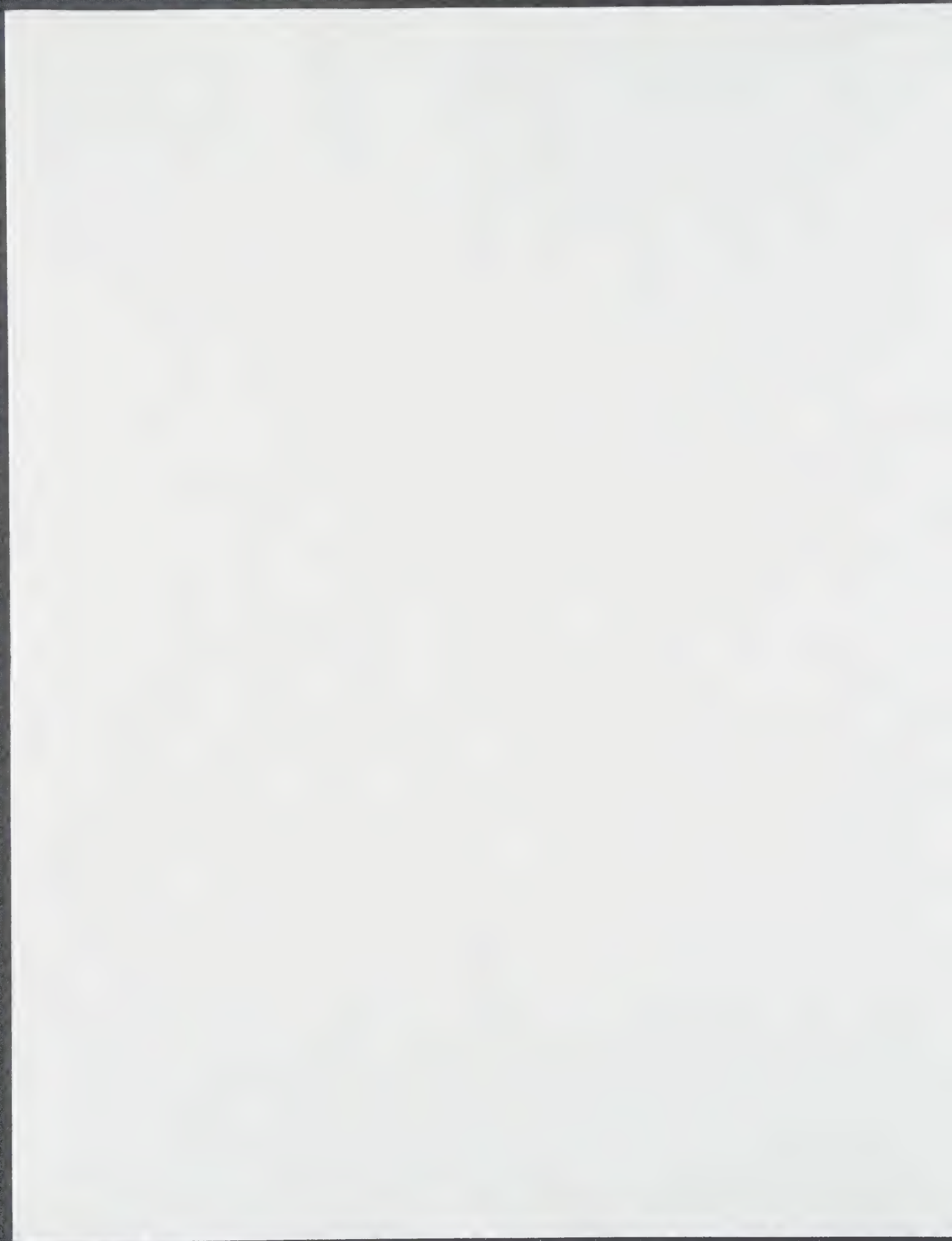
Within the next two weeks, I will be discussing Aldrich's requirements for the products on which you quoted, and I also much look forward to your quotations for products in the pipeline.

A substantial company in Europe is looking for 10 to 20 ton lots of 2-Amino-4-Chlorophenol and 5 to 10 ton lots of 5-Aminosalicylic acid. Do these fit into your program? If so, I will put you in touch with this company, and of course, I do not expect a commission either from you or from them. It would just give me great pleasure if I could be able to help.

With all good wishes for 1996 to you and your associates, I remain,

Yours sincerely,

AB/cwl





TECHNION - ISRAEL INSTITUTE OF TECHNOLOGY

Department of Chemistry

Technion City, Haifa 32 000, Israel

Professor Arie L. GUTMAN: Phone: (972-4) 293 880 - Fax: (972-4) 343 341 - Telex: 46406 TECON IL

Dr. Alfred Bader  
2961 North Shepard Avenue  
Milwaukee  
Wisconsin 53211  
Fax: 00-1-414-277-0709

January 20, 1996

Dear Alfred,

Thank you for your fax of January 18. Our expertise in the adamantane field is 2-Adamantanone and other 2-substituted adamantane derivatives, as well as noradamantane carboxylic acid (produced from 2-adamantanone). We previously had inquiries for the 1,3-Dimethyladamantane and Adamantane-1-carboxylic acid, but realised that our price is not competitive for these less sophisticated and therefore cheaper compounds.

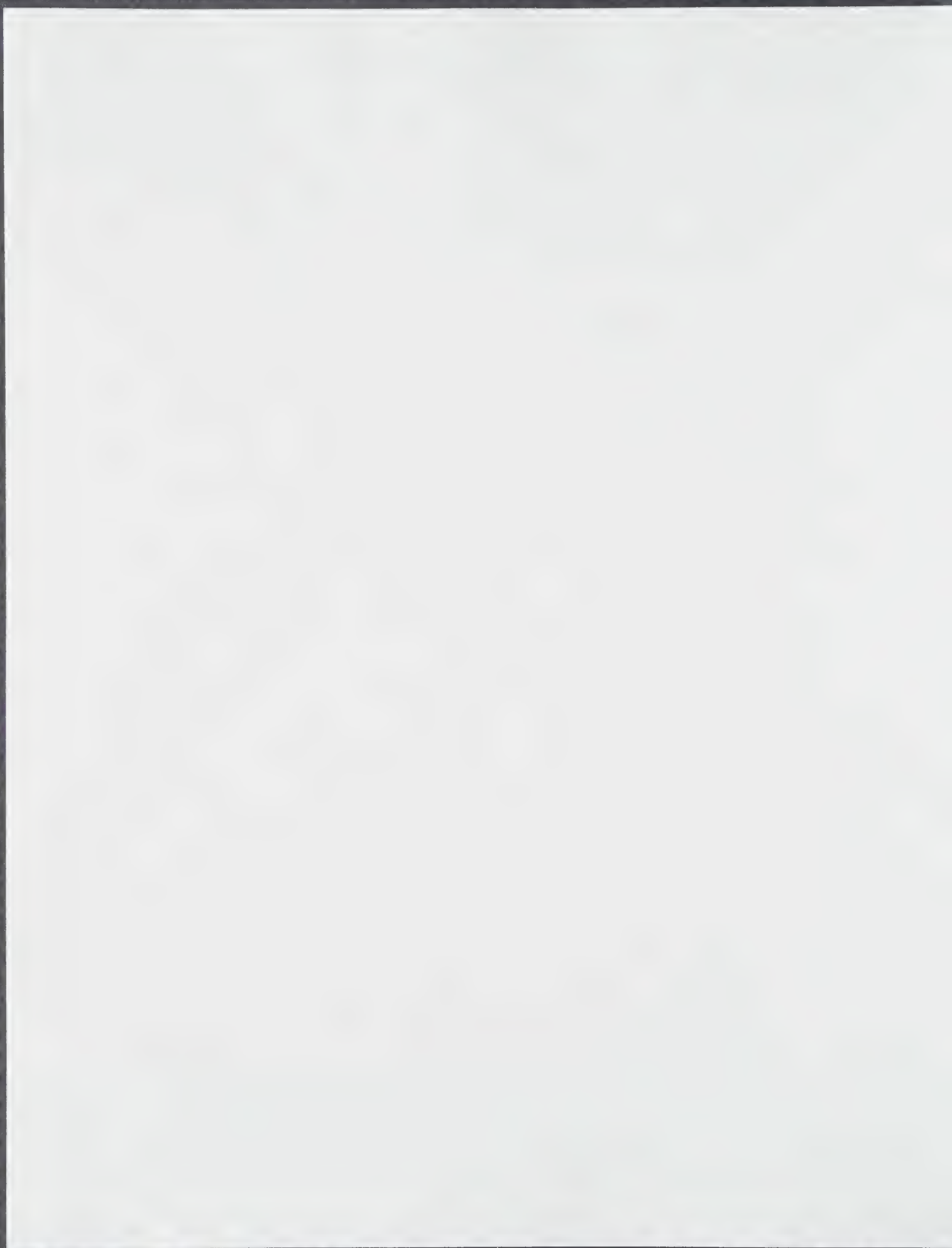
Many thanks for bringing this inquiry to me. Please try us again also in the future.

With best wishes and regards to Isabel.

Yours sincerely,

Arie L. Gutman

**Direct Fax No: +972-4-8343341**



**CILAG AG**  
Hochstrasse 201/209  
CH - 8201 Schaffhausen

Tel. 0041 53 829 307  
Fax 0041 53 829 750

Date: January 10, 1996  
To: Mr. Alfred Bader, Milwaukee  
Fax No: 001 / 414 277 0709  
Re: **Dimercapto succinic acid**  
Sender:

*Purchased*  
85 298-8

If you do not receive all pages properly, please call 0041 53 829 212

Dear Alfred

First I would like to wish you and your family a happy New Year.

As you already know, Mack Illertissen Chem Op will be closed by mid-96. They produced for Cilag Dimercapto succinic acid with their own

- 1. Thioacetic acid and
- 2. Acetylene dicarboxylic acid potassium salt

A1540-1

The acetic acid is available but we are looking for a supplier of item No 2. Our needs will be in the range of up to 500 kg first, later 1 - 2 tons.

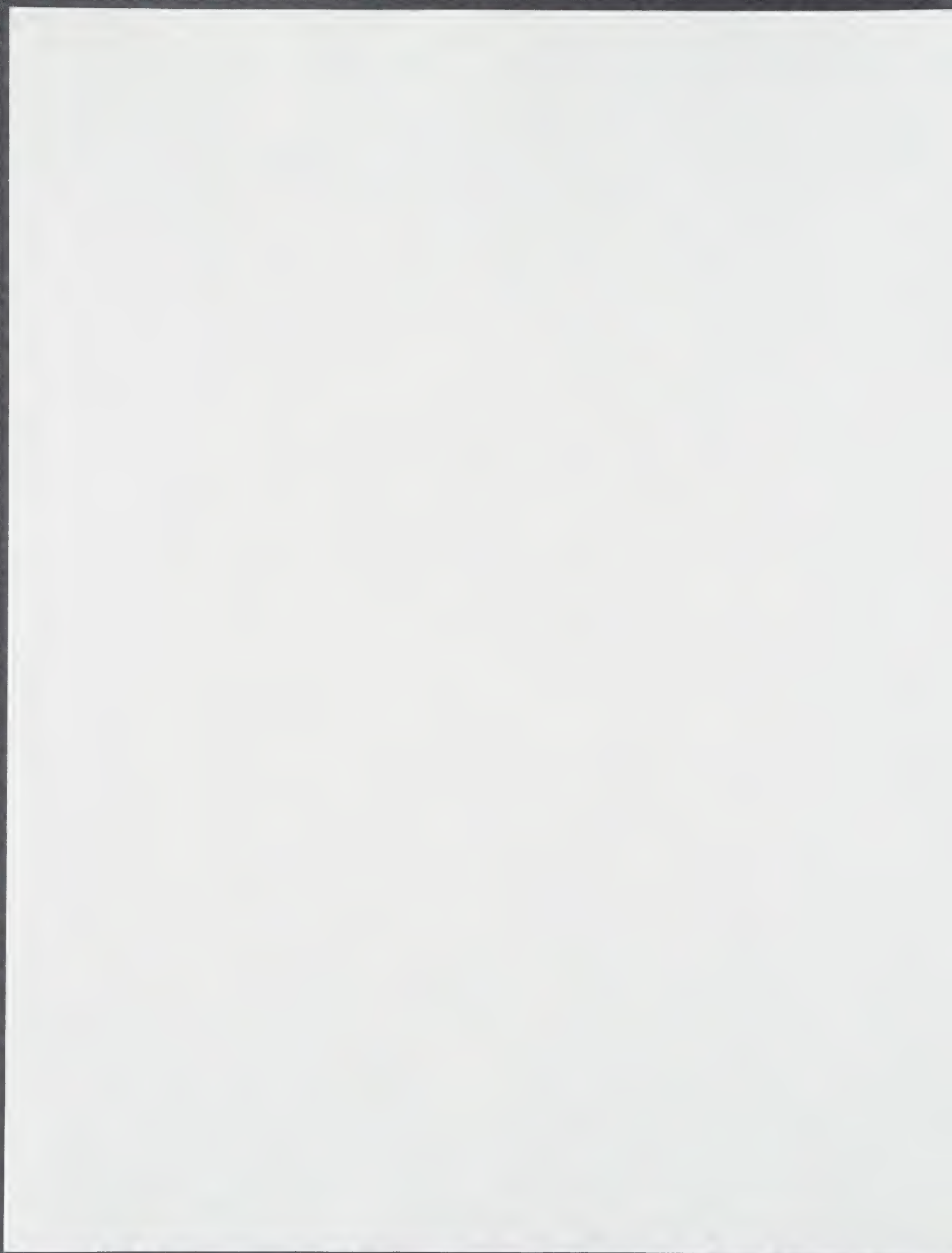
The old Cilag process is not up to date and not competitive.

Could you help us in finding a reliable supplier of No 2 ?

Thank you and kind regards,  
Dr. Erich Hammer

*Erich*

*EGA used to buy from Mack.  
Allina Chem. used to many years ago -*



CILAG LTD

Head Office  
Sandozstrasse 6  
4002 Basel, Switzerland



TELEFAX

*ack  
8-19-94*

Mr. [Name]  
[Address]  
[City] [State] [Zip]  
[Country]

No. [Number]  
[Address]  
[City] [State] [Zip]  
[Country]

Agreement with Cilag, Inc. (a) your activities

Dear Sirs:

With reference to the [Name] [Address] [City] [State] [Zip] [Country] and your [Name] [Address] [City] [State] [Zip] [Country].

As you are aware, the [Name] [Address] [City] [State] [Zip] [Country] and your [Name] [Address] [City] [State] [Zip] [Country] are [Name] [Address] [City] [State] [Zip] [Country].

I understand that you are [Name] [Address] [City] [State] [Zip] [Country].

We are pleased to hear that you are [Name] [Address] [City] [State] [Zip] [Country] and will continue to [Name] [Address] [City] [State] [Zip] [Country] and your [Name] [Address] [City] [State] [Zip] [Country]. This way any [Name] [Address] [City] [State] [Zip] [Country] - [Name] [Address] [City] [State] [Zip] [Country].

Very truly yours,

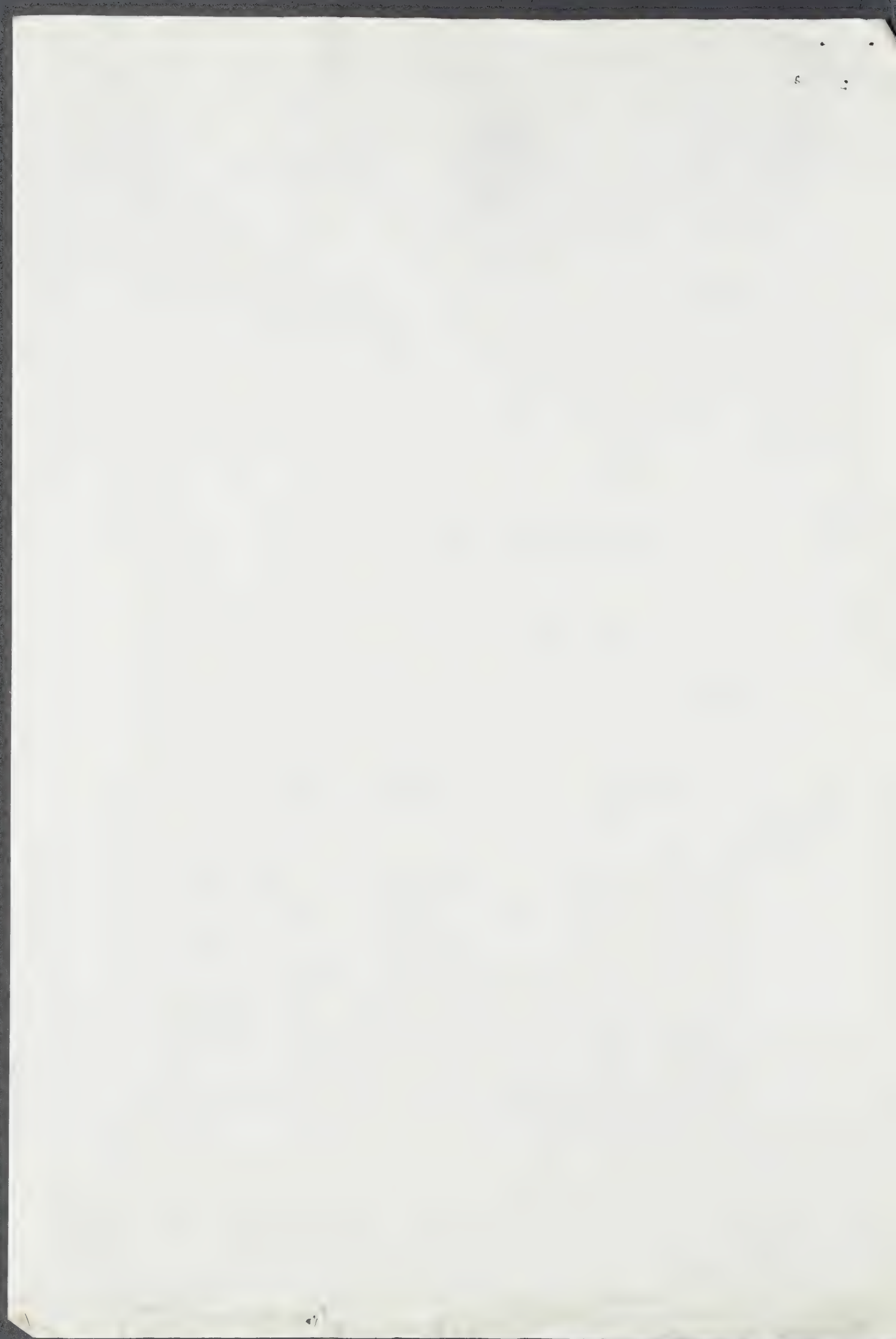
We enclosed the [Name] [Address] [City] [State] [Zip] [Country] [Name] [Address] [City] [State] [Zip] [Country] and the [Name] [Address] [City] [State] [Zip] [Country] [Name] [Address] [City] [State] [Zip] [Country] [Name] [Address] [City] [State] [Zip] [Country].

I would like to see [Name] [Address] [City] [State] [Zip] [Country].

We are pleased to hear that you are [Name] [Address] [City] [State] [Zip] [Country] and will continue to [Name] [Address] [City] [State] [Zip] [Country] and your [Name] [Address] [City] [State] [Zip] [Country]. This way any [Name] [Address] [City] [State] [Zip] [Country] - [Name] [Address] [City] [State] [Zip] [Country].

We are pleased to hear that you are [Name] [Address] [City] [State] [Zip] [Country] and will continue to [Name] [Address] [City] [State] [Zip] [Country] and your [Name] [Address] [City] [State] [Zip] [Country]. This way any [Name] [Address] [City] [State] [Zip] [Country] - [Name] [Address] [City] [State] [Zip] [Country].

If you do not receive all the copies of the [Name] [Address] [City] [State] [Zip] [Country] please contact [Name] [Address] [City] [State] [Zip] [Country] immediately under the following number (41) 53/829212







... ..

... ..

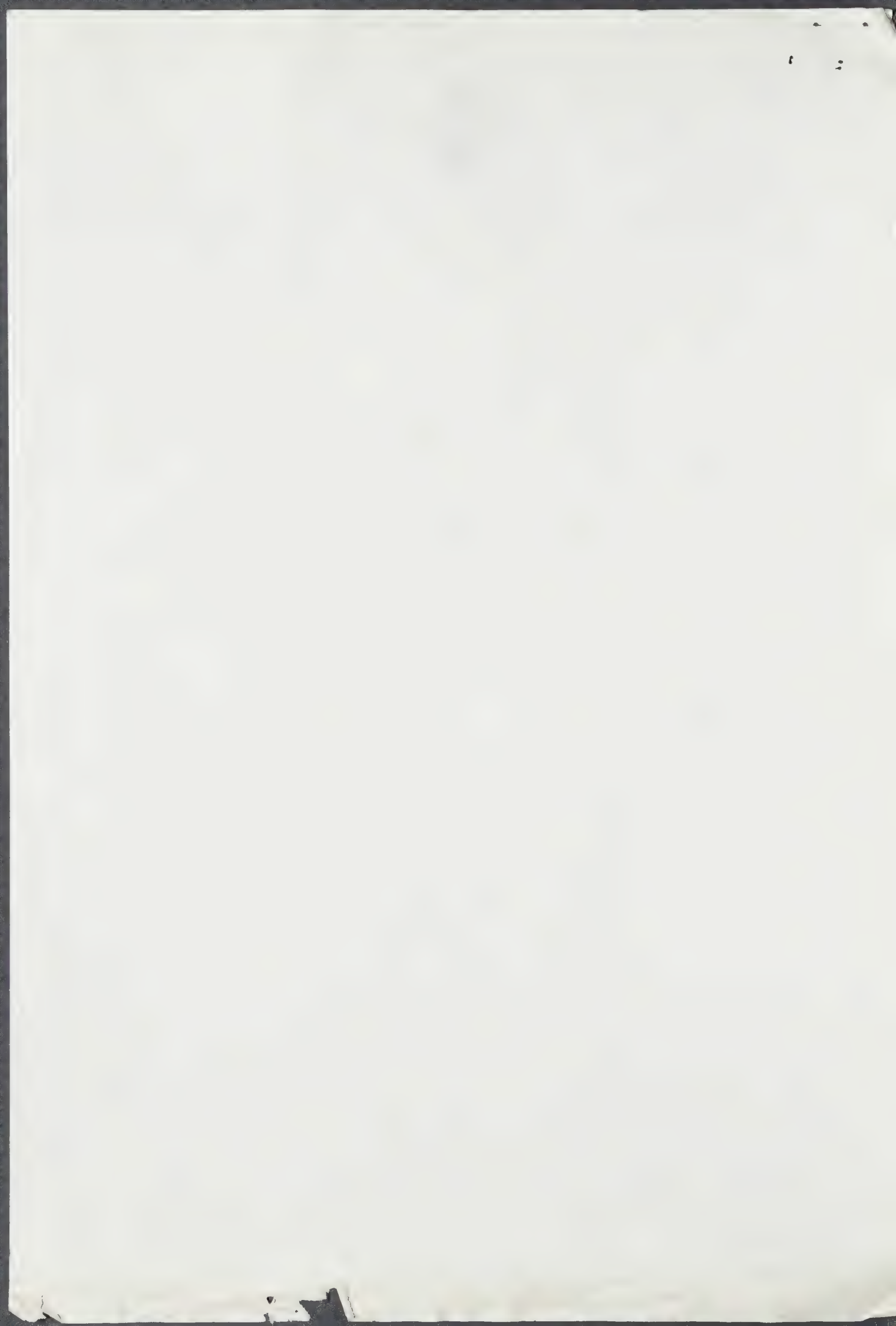
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... ..



FAX FROM

DR. ALFRED R. BADER  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone 414-277-0730  
Fax No. 414-277-0709

30. XII 94.

41 53 829 567

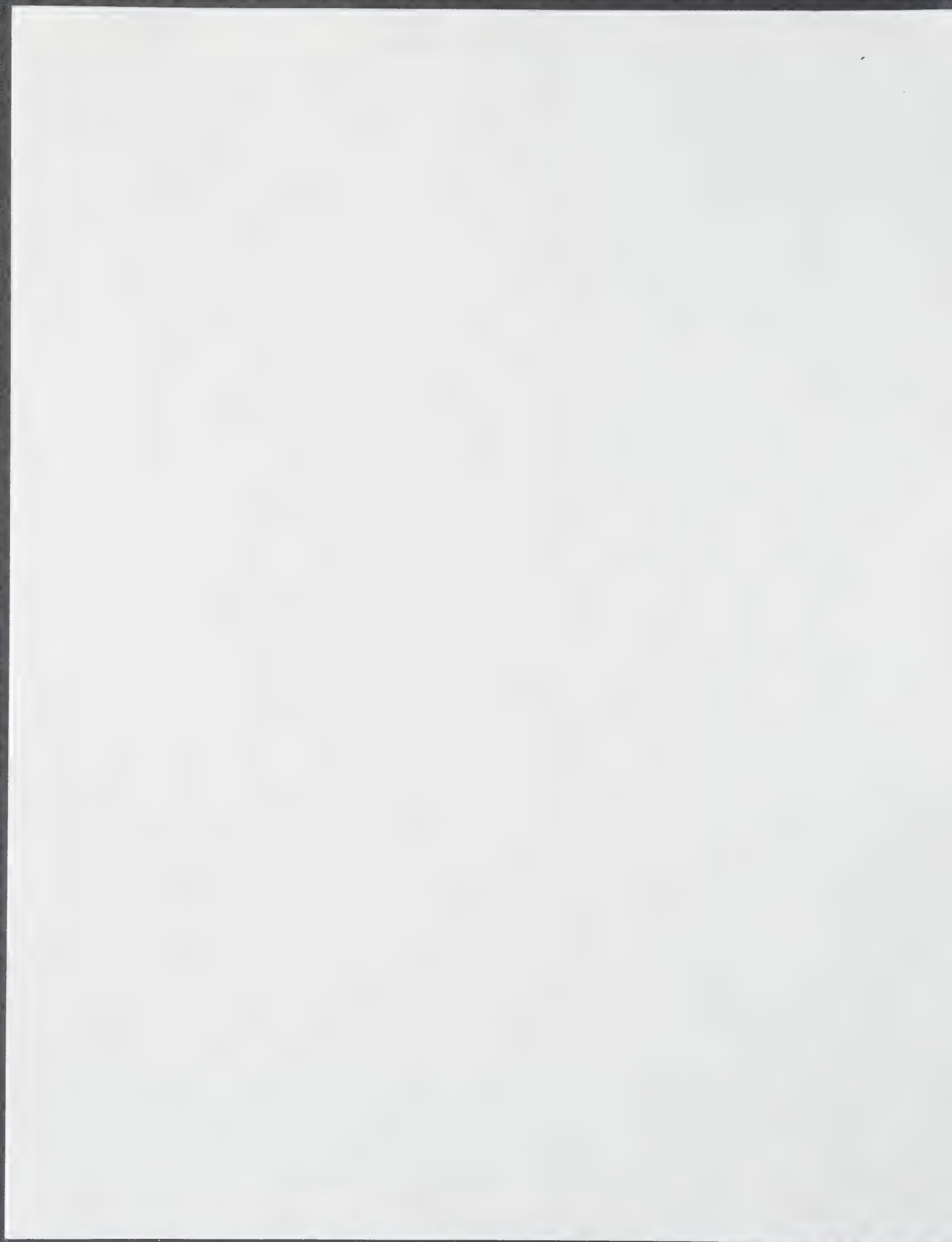
To: Dr. Erich Stamm, Citag  
Lieber Erich

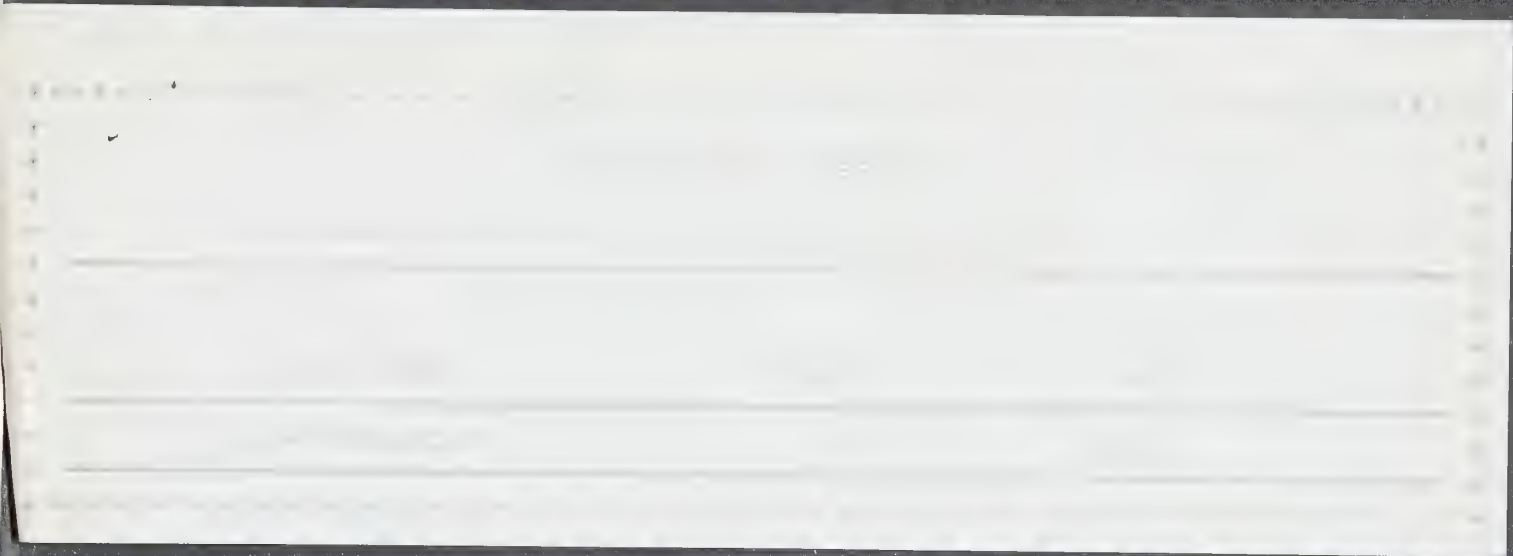
Wie besprochen, habe ich mit John Repetar,  
Ricerca gesprochen. Er hat meinen Brief erhalten.  
Ricerca ist jetzt noch nicht so weit, Generie  
Jungs herzustellen zu können. Vielleicht in einigen  
Jahren.

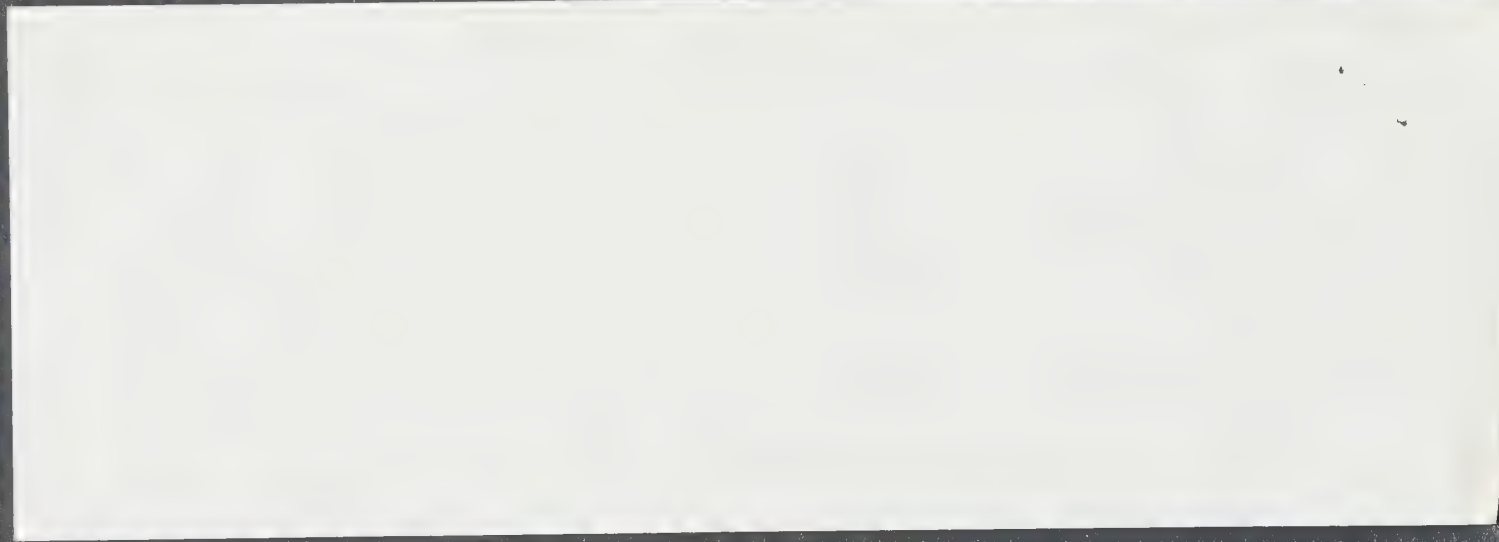
Dr. Clint Lane, exec. vice president, Aldrich,  
hat auch meinen Brief erhalten, aber nicht geantwortet,  
weil er meinte, das Citag wahrscheinlich doch  
zu Novamco gehen würde! Aldrich kann generie  
dungs in Phetboygan herstellen. Jetzt wird Clint  
für schreiben. Gerne wäre ich hier, wenn Du  
kommst. Du jänne muss ich von 10-15. in  
New York sein; punkt bin ich hier.

John Repetar hat Ritger-Neare vorgeschlagen.  
Seine Woche sind sie geschlossen. Dienstag werde  
ich Dr. John Wenzel dort kontaktieren.

Sorgliche Grüsse und allen Gute für 1995







CILAG LTD  
Korntalweg 201/202  
CH-4001 Basel, Switzerland  
Tel. 079 31 91 11 11



TELEFAX

To: Mr. J. J. ...  
From: ...

...  
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...  
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...

Date: October 20, 1991

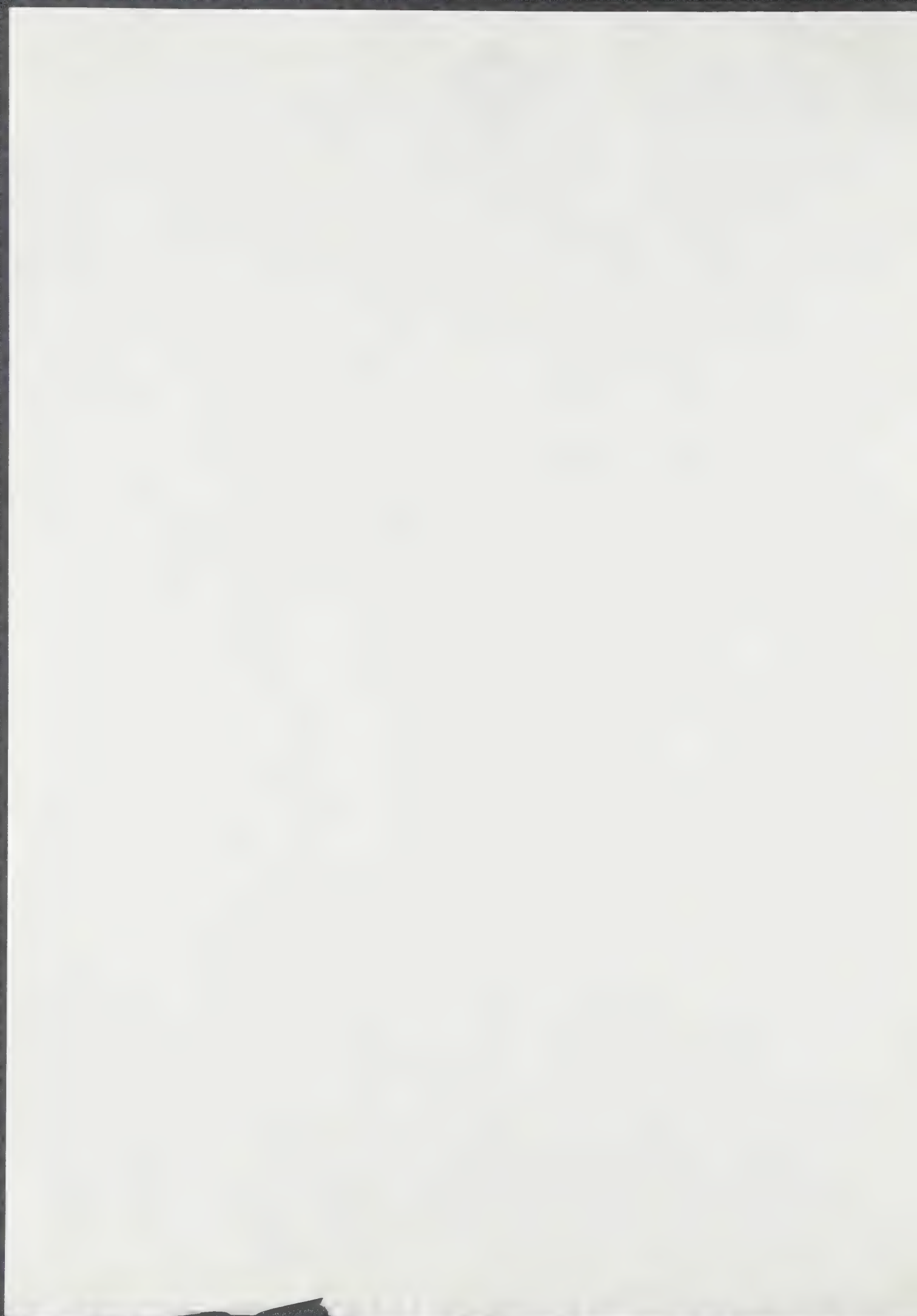
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FAX FROM

DR. ALFRED R. BADER  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone 414-277-0730  
Fax No. 414-277-0709

41 53829 444

To: Dr. Erich Spammer  
Citag

Dear Erich.

Dr. BOB SYSKO, PFIZER, Groton, Conn.

Tel. 203 441 3703

FAX 203 441 5445

is looking for 10-25 kg BOC-L-ALA-L-ALA,  
probably large quantities later.

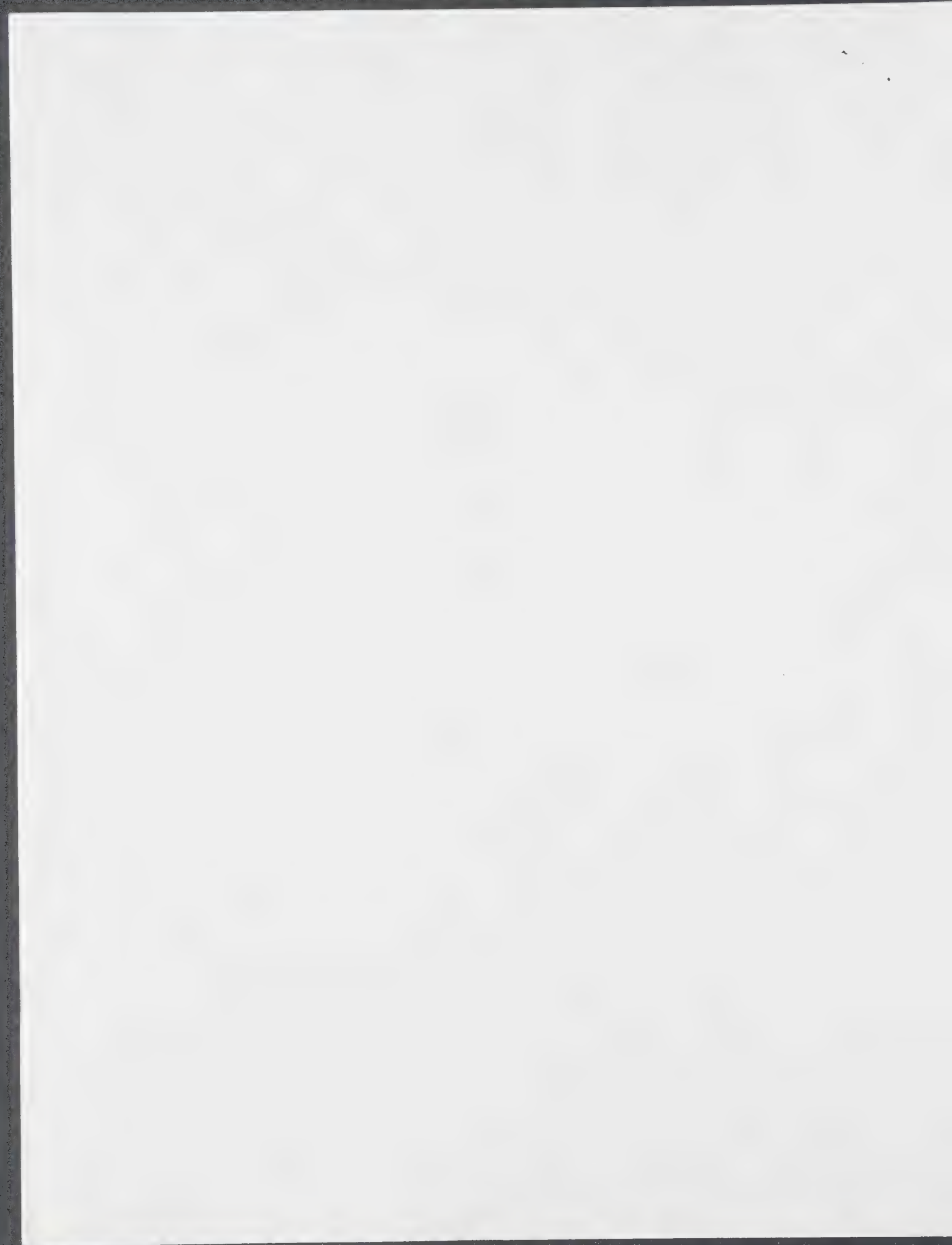
If interested, please call or fax him.

Any leads with John Partridge, Glaxo

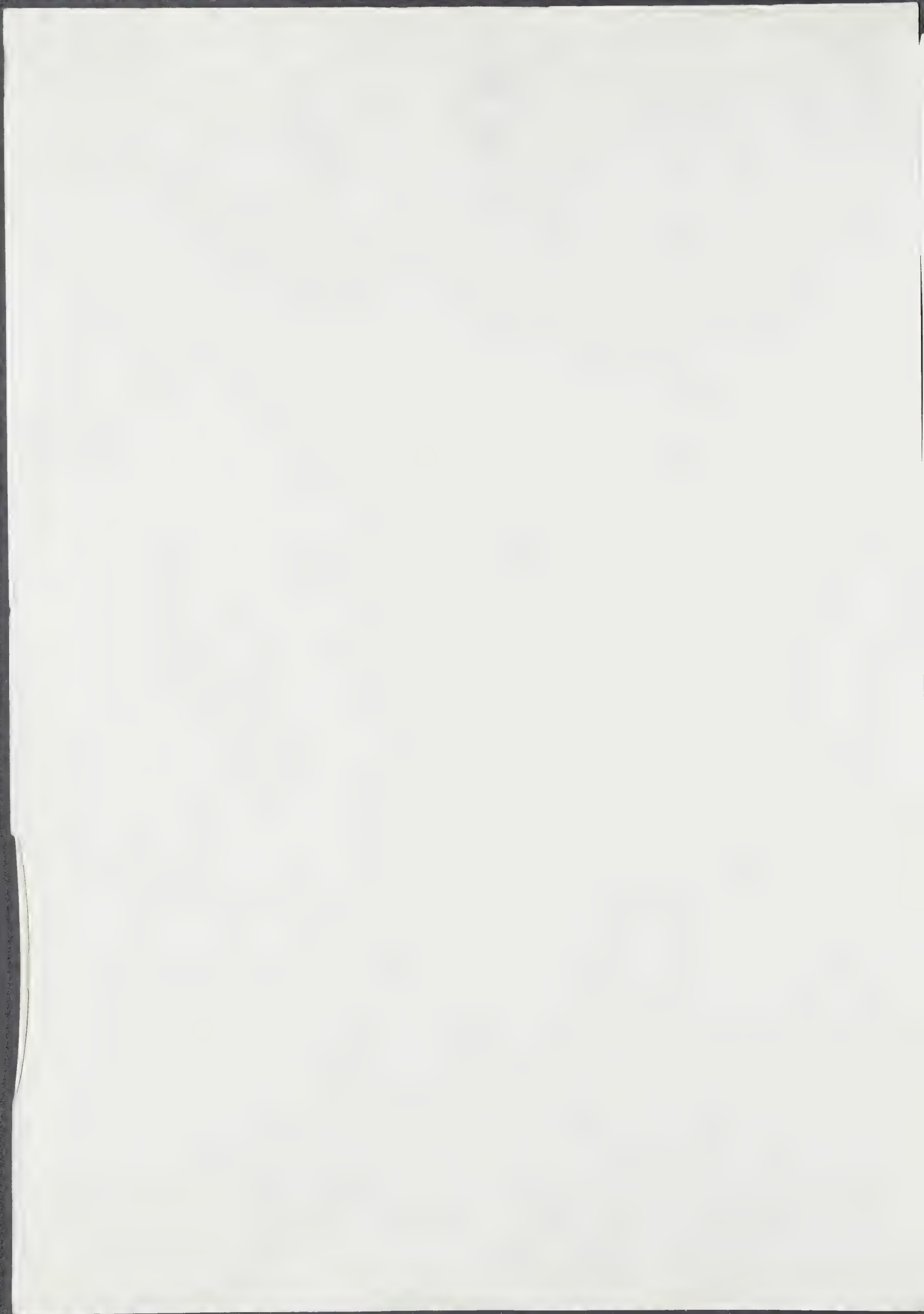
Best Gripe

Alfred

5.1.97.







DR ALFRED BADER  
52 WICKHAM AVENUE  
BEXHILL-ON-SEA  
EAST SUSSEX  
TN39 3ER

Tel. & fax

44 424 222223.

Dr. Erich Kammer  
Citag Chemie

FAX 41 53 829 443

4. XII. 94

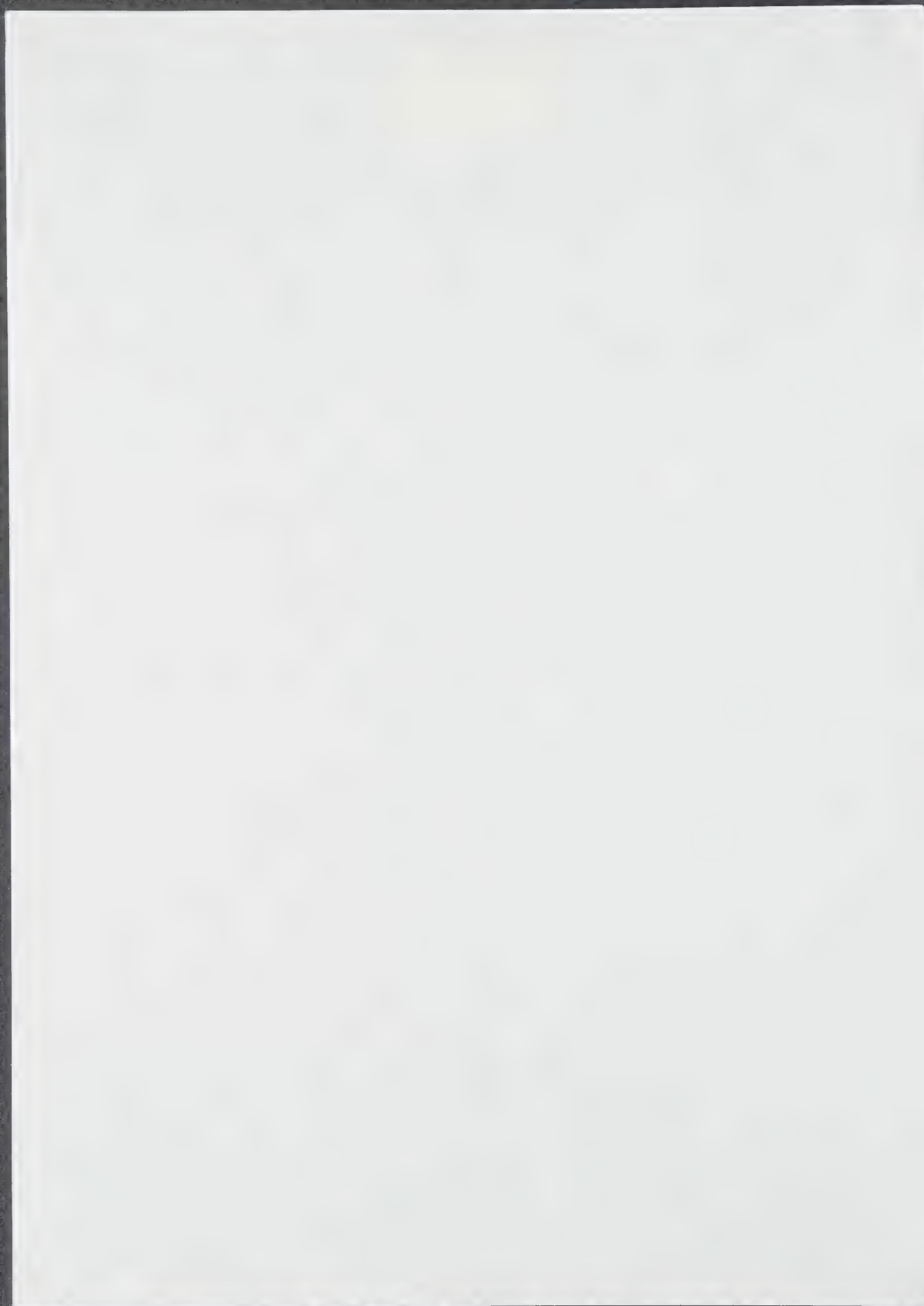
Lieber Erich

Ich freue mich schon auf  
die Tage in Schaffhausen, am 14-15. XII.

Am 13. XII komme ich am  
späten Nachmittag mit Swissair 805  
aus London an, und werde von einem  
alten Freund, Paul Kühnis (früher Jenka)  
abgeholt. Am 14. XII Nachmittag komme  
ich dann mit Zug nach Schaffhausen,  
und werde im Hotel Chlosterhof in Stein  
übernachten. Mein Abflug ist von  
Kloten mit SR 806 um 17.40 am 15. XII.

Kühnis ist Consultant für Lancaster  
Analytische, und könnte mir sehr behilflich sein

Beste Grüsse  
Alfred



CILAG LTD  
Kilgus Road, 200, 207  
3201 Schomberg Ave



TELEFAX

200, 207  
3201 Schomberg Ave

TO: [Faint recipient name]  
FROM: [Faint sender name]  
DATE: [Faint date]

TELEFAX [Faint number]  
[Faint additional details]

11/11/95

Dear [Faint name],

We are pleased to hear from you and address your [Faint details] and [Faint details].

[Faint paragraph of text]

[Faint paragraph of text]

[Faint paragraph of text]

[Faint paragraph of text]

[Faint paragraph of text]

[Faint paragraph of text]

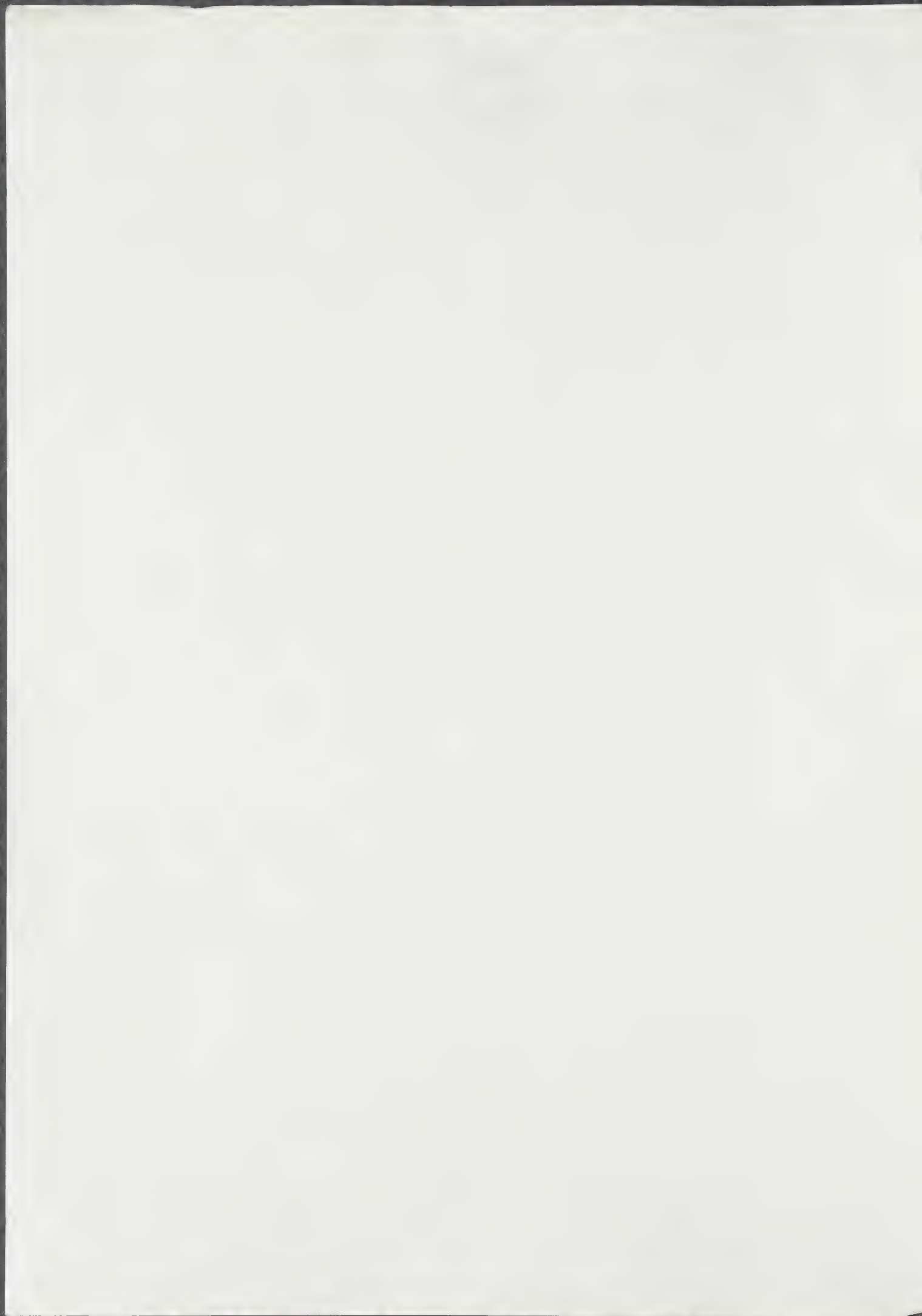
[Faint paragraph of text]

[Faint paragraph of text]

[Faint signature block]

[Faint signature]

If you do not receive all the pages in the print is unclear, please contact us immediately under the following number: [Faint number]





FAX FROM

DR. ALFRED R. BADER  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone 414-277-0730  
Fax No. 414-277-0709

December 20, 1994

To: Dr. Erich Hammer  
Cilag Ltd.

Dear Dr. Hammer:

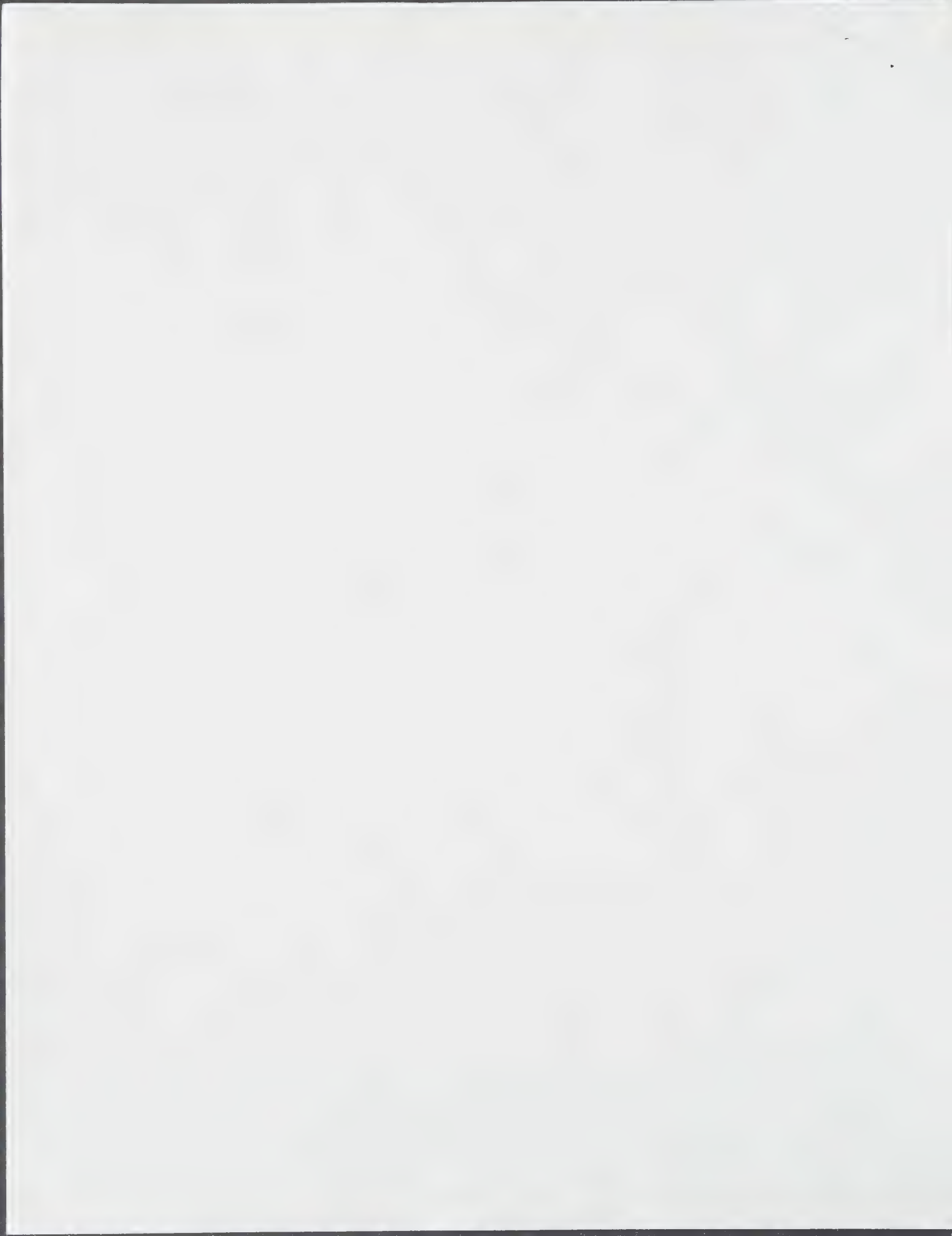
In response to your fax of December 19th regarding contacts at Aldrich, Dr. Bader suggests that you see Dr. Clinton Lane who is Executive Vice President and Dr. Stephen Branca who is a Vice President. Further, Dr. Bader suggests that you mention that you would like to have custom work done and would like to look at the Aldrich-Boranes plant in Sheboygan.

If you need anything further, please let us know.

Cordially,



Marilyn Hassmann  
Secretary to Dr. Bader



CILAG LTD  
Hochstraße 20, 3000  
Cham, Switzerland



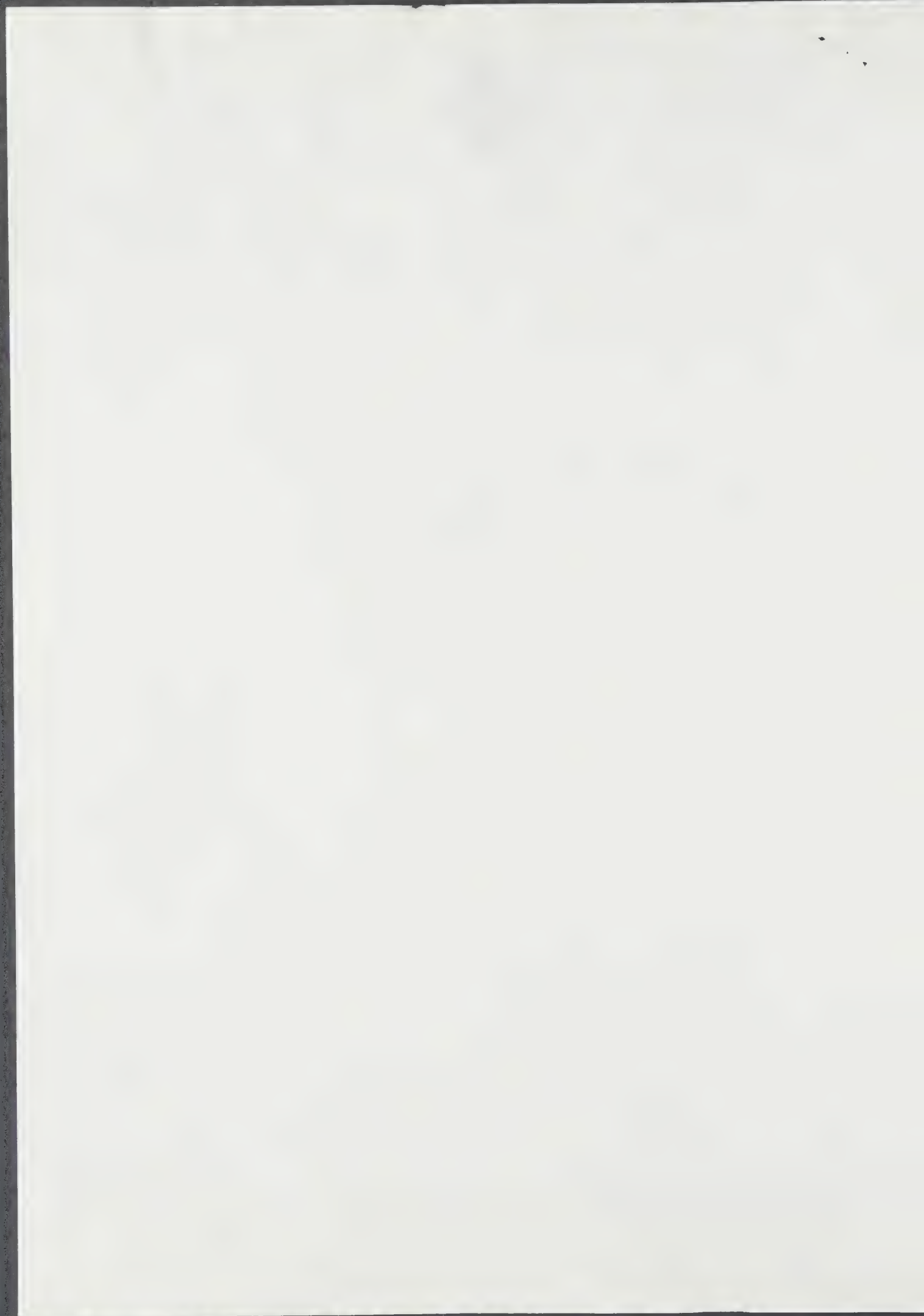
TELEFAX

*[Faint, illegible text, likely a header or address block]*

*[Faint, illegible text, possibly a subject line or recipient information]*

26-1-1988  
CL VP  
SB VP  
✓ → p r p  
J → r → g → w  
J → r → g → w

If you do not receive within 10 days of the date of issue, please contact the following number: (01-2345678)



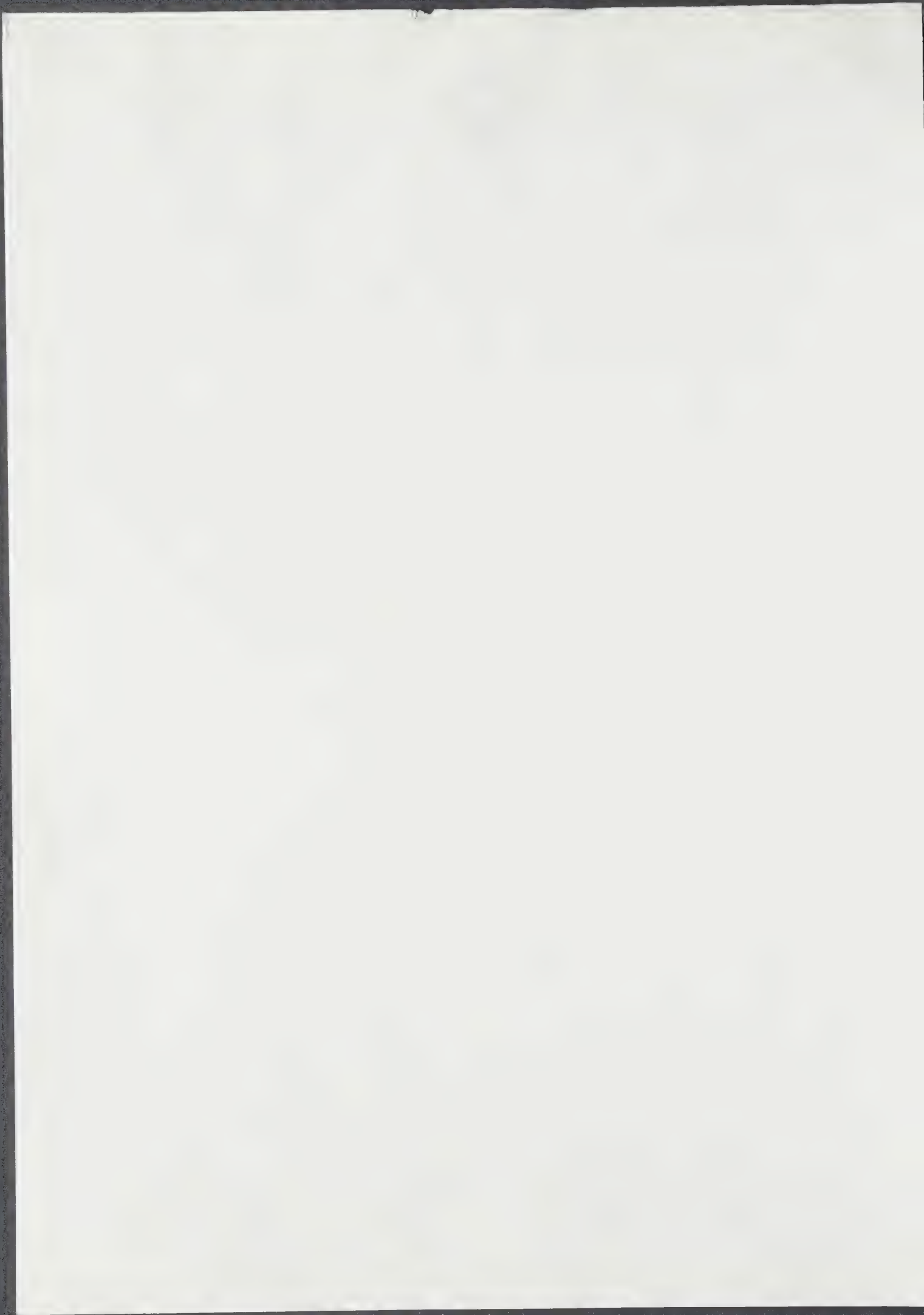
**CILAG LTD**  
Kilgobbin Drive  
Kilgobbin NSW 2156  
Australia



7011529

*[The main body of the document contains several paragraphs of text that are extremely faint and illegible due to the quality of the scan. The text appears to be a formal letter or report.]*

*[A line of text at the bottom of the page, possibly a signature or reference line, which is also illegible.]*



FAX FROM

DR. ALFRED R. BADER  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone 414-277-0730  
Fax No. 414-277-0709

December 9, 1994

To: Dr. Erich Hammer  
Cilag Ltd.

Dear Dr. Hammer:

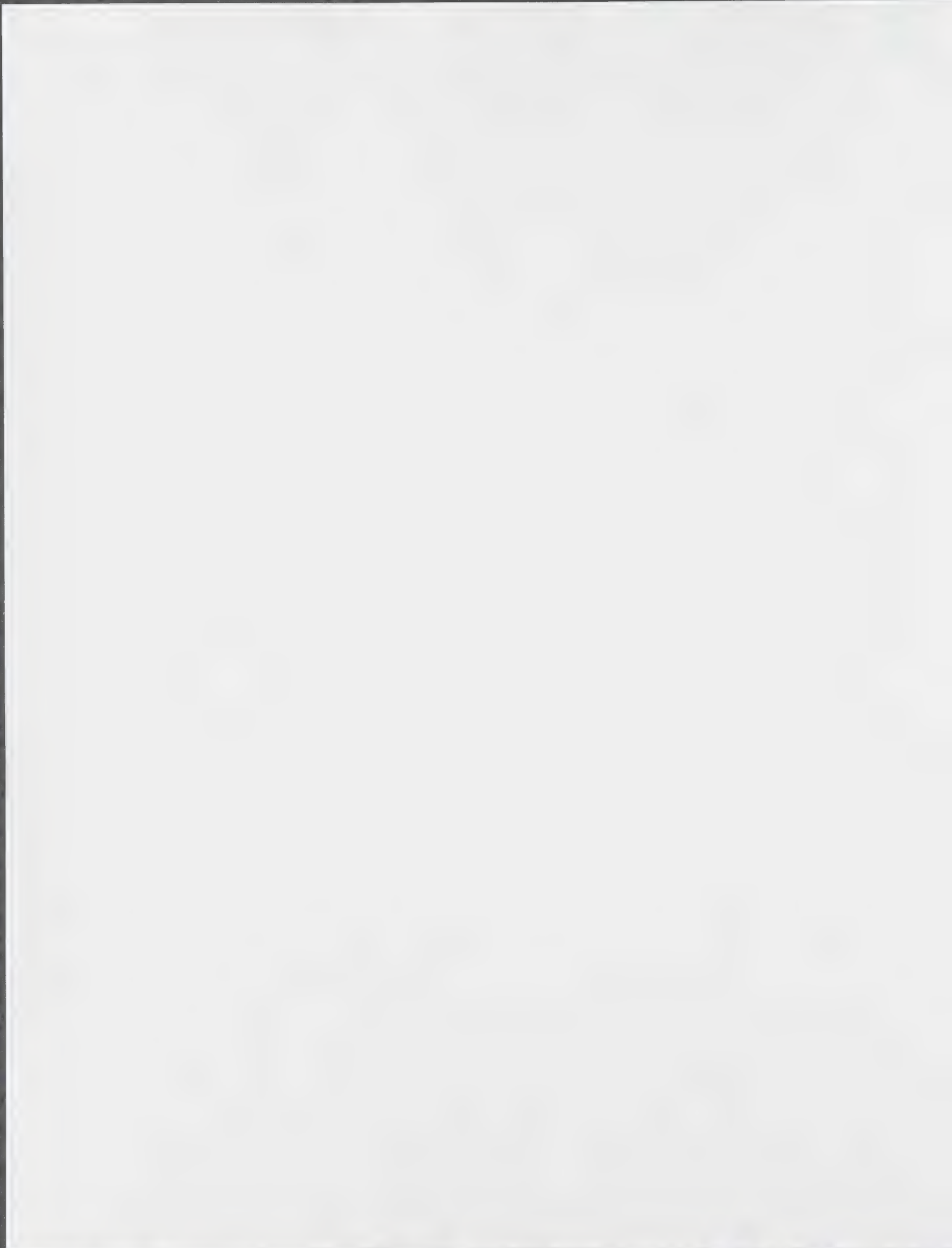
Dr. and Mrs. Bader are in England until Friday. Both of your faxes of even date will be called to Dr. Bader's attention when he returns, except for your request of contact at Aldrich.

When I speak to Dr. Bader late this afternoon, I will ask him to either respond to you directly from England or give me a name(s) to forward to you.

Cordially,



Marilyn Hassmann  
Secretary to Dr. Bader





Dr. Alfred Bader  
2961 North Shepard Avenue  
Milwaukee, Wisconsin 53211

December 30, 1994

Mr. Michael Baronian  
Managing Director  
Cilag AG  
Hochstrasse 201  
CH8201 Schaffhausen  
Switzerland

Dear Mike:

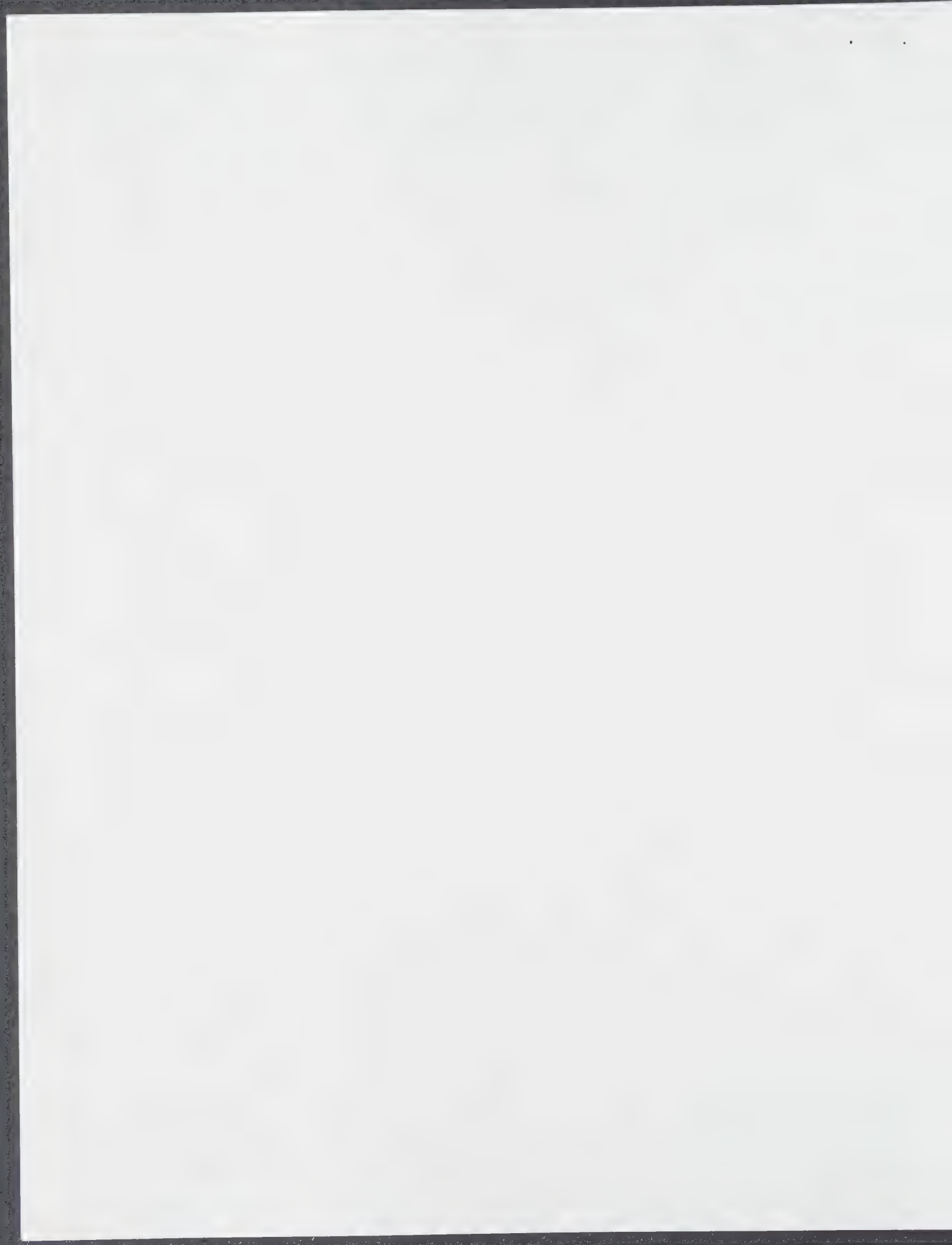
Enclosed please find the details for my travel expenses earlier this month.

I am sorry that they are so high, but you will note that a large portion is due to the very expensive flight ticket from Gatwick to Zurich in the middle of the week.

Best wishes.

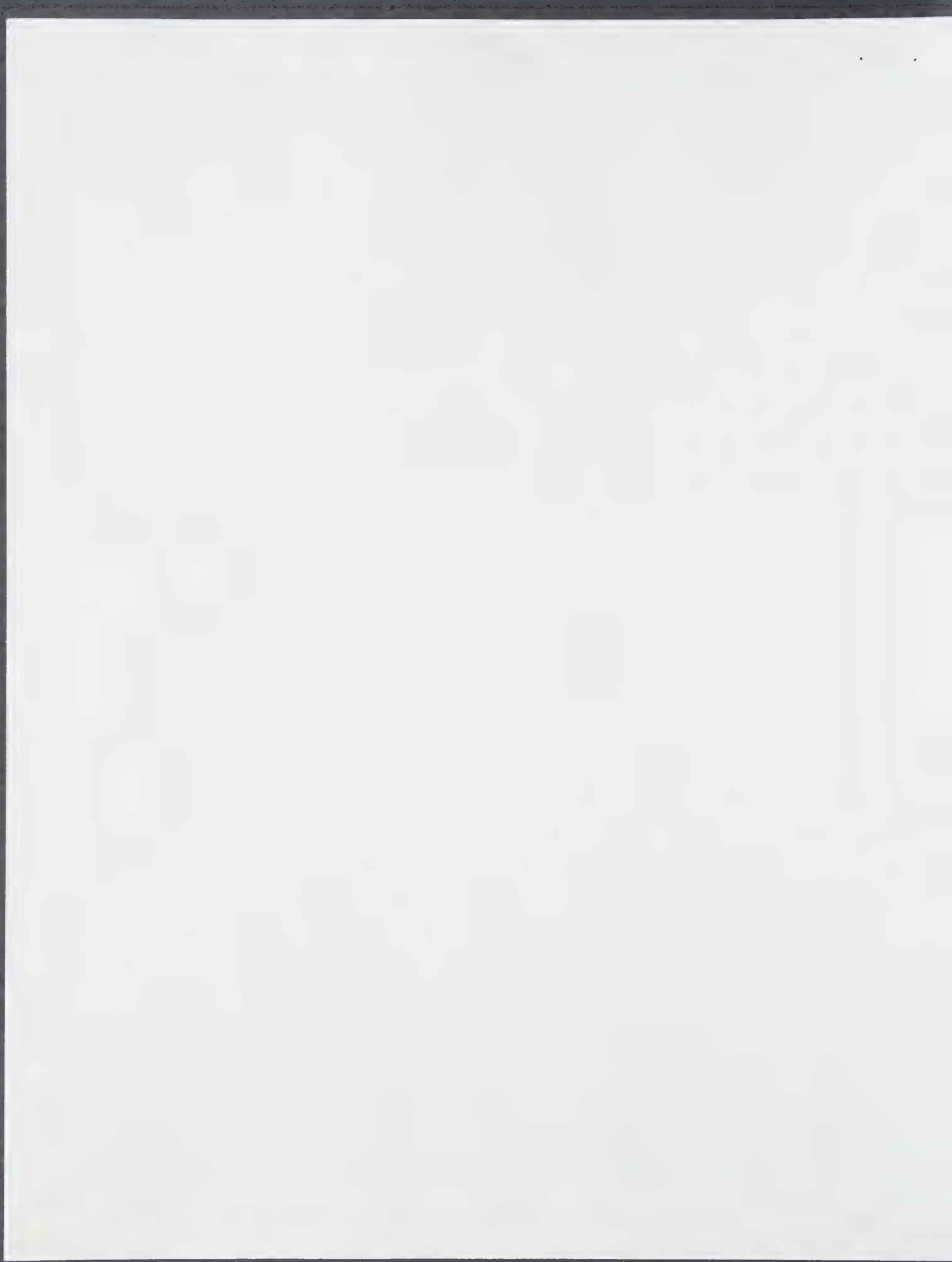
As always,

Enclosures



Travel Expenses for Alfred Bader  
 December 13--15, 1994  
 Bexhill-Schaffhausen-Bexhill

	<u>£</u>	<u>SF</u>
Swissair flight	345.00	
Train, 13/XII	10.45	
Train, 15/XII	9.10	
Subway, 15/XII	3.00	
Hotel, Zurich		120.00
Train, Kloten-Zürich		4.70
Train, Zürich-Stein/Rhein		18.60
Lunch, 14/XII		24.00
Misc, Taxi	<u>2.40</u>	<u>12.00</u>
	369.95	179.30
U.S.\$	580.80	134.80
TOTAL U.S.\$		<u>\$715.60</u>







CLIENT COPY

RECEIPT

A Bader  
52 Wickham Avenue  
Bexhill  
East Sussex

11 Western Road  
Bexhill-on-Sea  
East Sussex  
TN40 1DU  
Tel: 0424 222888

N<sup>o</sup> 6265  
Page: 1  
Date: 12/11/94  
Branch Ref: TAA  
Deposit: 1  
Prev Recpt:  
Trans Type: BSF  
Branch Code:  
- I Ref:

No. OF PASSENGERS			No. OF NIGHTS	DEPART POINT	TRAVEL DATE
ADULT	CHILD	INFANT			
1			2	LHR	13/12/94

CARRIERS NAME	ACCOUNTS CODE	TICKET No./CARRIERS REF.	LAST TKT	TKT QTY	COST (Incl. A/TAX)		VAT	
					£	p	£	p
SWISSAIR	SR	REVR4D			328.00			
+ tax £ 17-								

**DISCLAIMER**  
This document is intended as a receipt for monies paid and is provided only for your convenience; it does not constitute a contract, nor is it intended to convey all the terms and conditions of contract, for which reference should be made to the tour operator, airline or other principal concerned. Please also note that, subject to conditions of contract with the relevant principal, fares, routings, timings and other information shown may be subject to change and to availability. Going Places act only in the capacity as agents for those principals with whom travel, accommodation and other arrangements are contracted.

<b>TOTAL EXCLUDING VAT</b>	328.00
<b>TOTAL VAT</b>	17.00
<b>TOTAL</b>	345.00

Registered Office: Wavell House, Holcombe Road, Helmshore, Rossendale, Lancashire, BB4 4NB  
Registered in England No. 102630  
AT Reg. No. GB 592 0864 21  
ORM 17

04 424089 13121840 FR. 4.70 37 342292 14121222 FR. 18.60

ZÜRICH HB  
STEIN AM RHEIN  
VIA WINTERTHUR

EINZELBILLETT

ZÜRCHER VERKEHRSVERBUND

GÜLTIG AM 14.12.94

GÜLTIG BIS 13.12.94 UM 20.40 UHR

ZÜRICH FLUGHAFEN  
ZÜRICH  
ZONEN 10 21

2.KL.

Terminal 2.



# Going Places

\* \* \* B O O K I N G F O R M \* \* \* 12/DEC/94

Client: MR A BADER Passengers Age  
 Address: 22 WICKHAM AVENUE 1 MR A BADER  
 BEKHILL 2  
 EAST SUSSEX 3  
 Postcode: 4  
 5  
 6  
 7  
 Home Tel: 8  
 Work Tel: 9

Operator: SR SWISSAIR =DEFINITE BOOKING=  
 No Flt No Cl Dept Date From To Status Dep Arr  
 1 SR805 Y 13/DEC/94 LHR LONDON HEATHROW ZRH ZURICH OK 1350 1525  
 2 SR806 Y 15/DEC/94 ZRH ZURICH LHR LONDON HEATHROW OK 1740 1825

Main Dest: ZRH ZURICH Booking Control? Y  
 Total Cost: 345.00

Book Ref: BBVRAI Comments:

Ref: TAA Surname: BADER Travel Date: 13/DEC/94

Transaction Type	Status	Oper	Dept	Date	Remarks	Total Cost	Discount Value
BSP	BCC	BF		13/DEC/94	ZURICH	345.00	

Total 345.00

### ADDITIONAL SERVICES \*

### NOTES

Insurance: NO

Reason: TBA

\* DISCLAIMER FORM MUST BE SIGNED

British Passport: CHECKED  
 Visas: CHECKED  
 Health Req: CHECKED  
 Car Hire: CHECKED  
 Airport Hotel: CHECKED  
 Airport Taxi: CHECKED  
 Foreign Exchange: CHECKED





FAX FROM

DR. ALFRED R. BADER  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone 414-277-0730  
Fax No. 414-277-0709

To:

Dr. Erich Spammer  
Citrus

Danke für dein Fax.

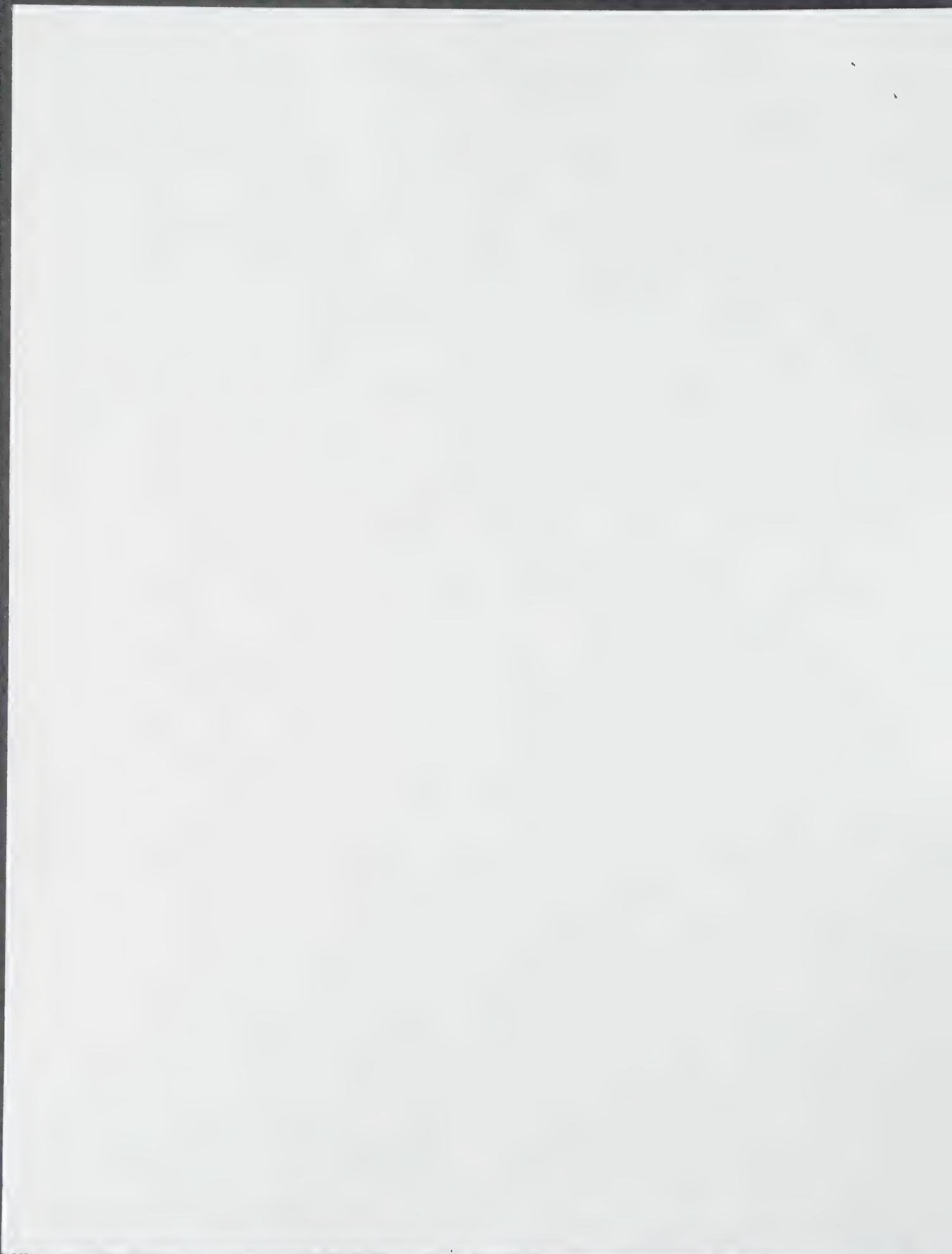
Clinton habe, Noel Ottger und ich freuen uns  
auf deinen Besuch, und ich werde dich morgen  
Abend am Flughafen abholen und ins  
Holiday Inn bringen.

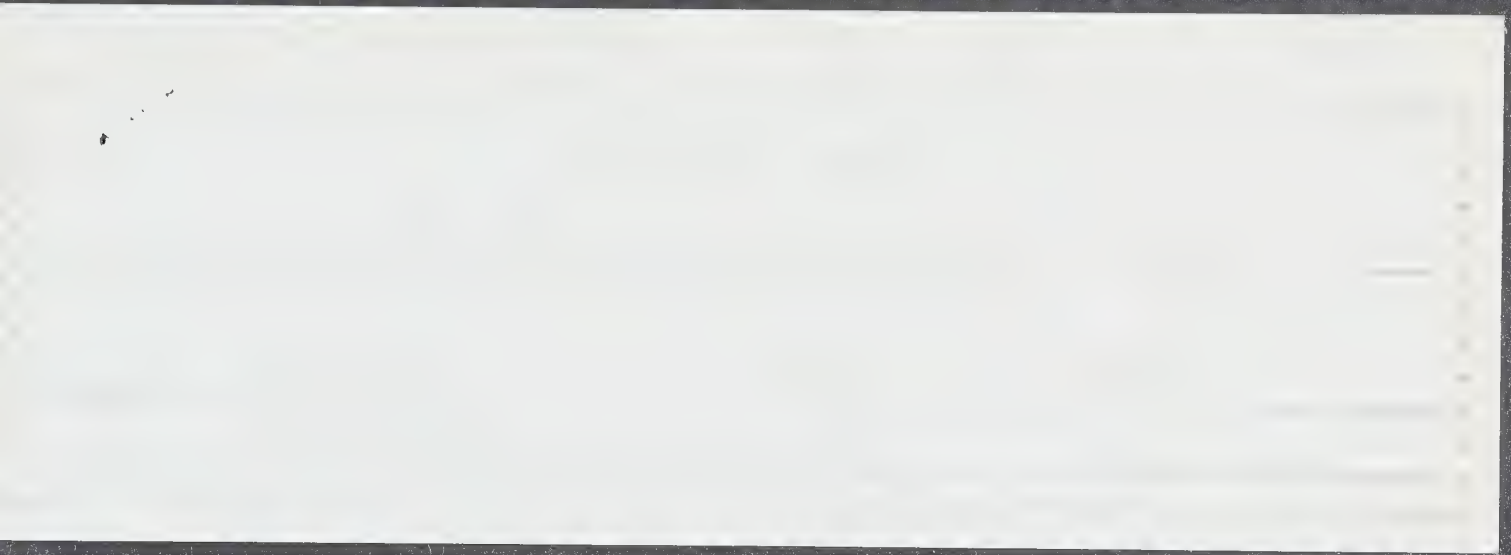
Bitte faxe mir, ob du gegessen haben  
wirst, oder ob ein kleiner Dinner willkommen  
wäre.

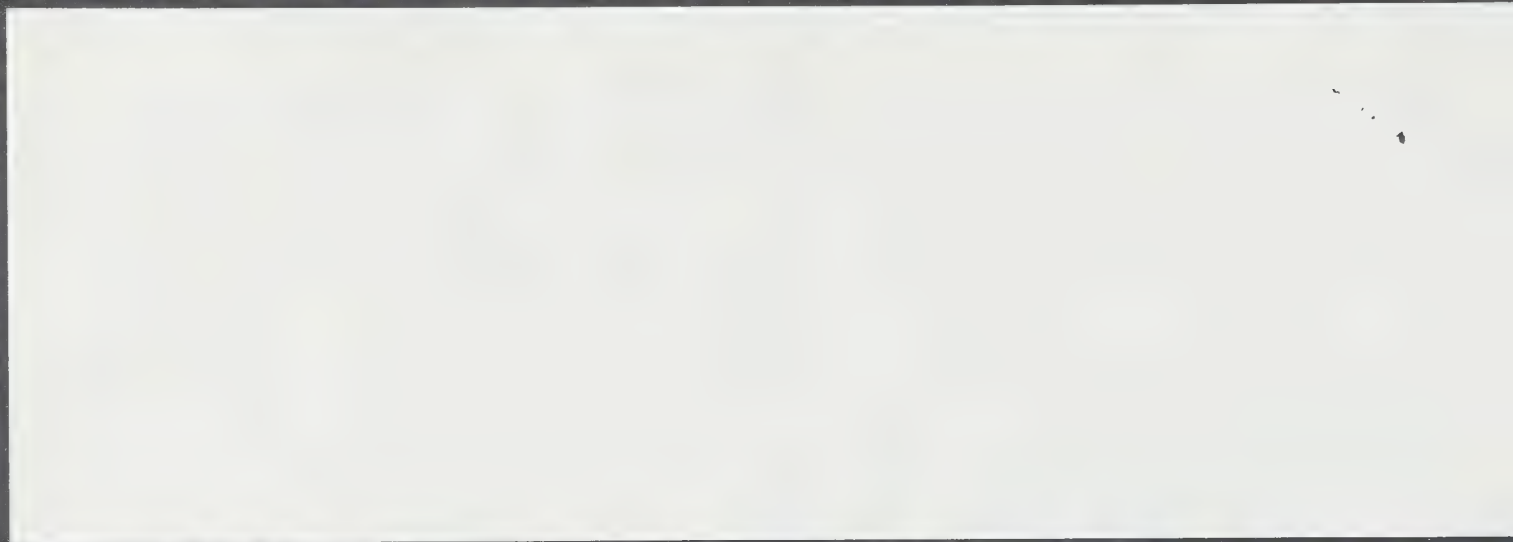
Beste Grüße

Alfred

He I 95.



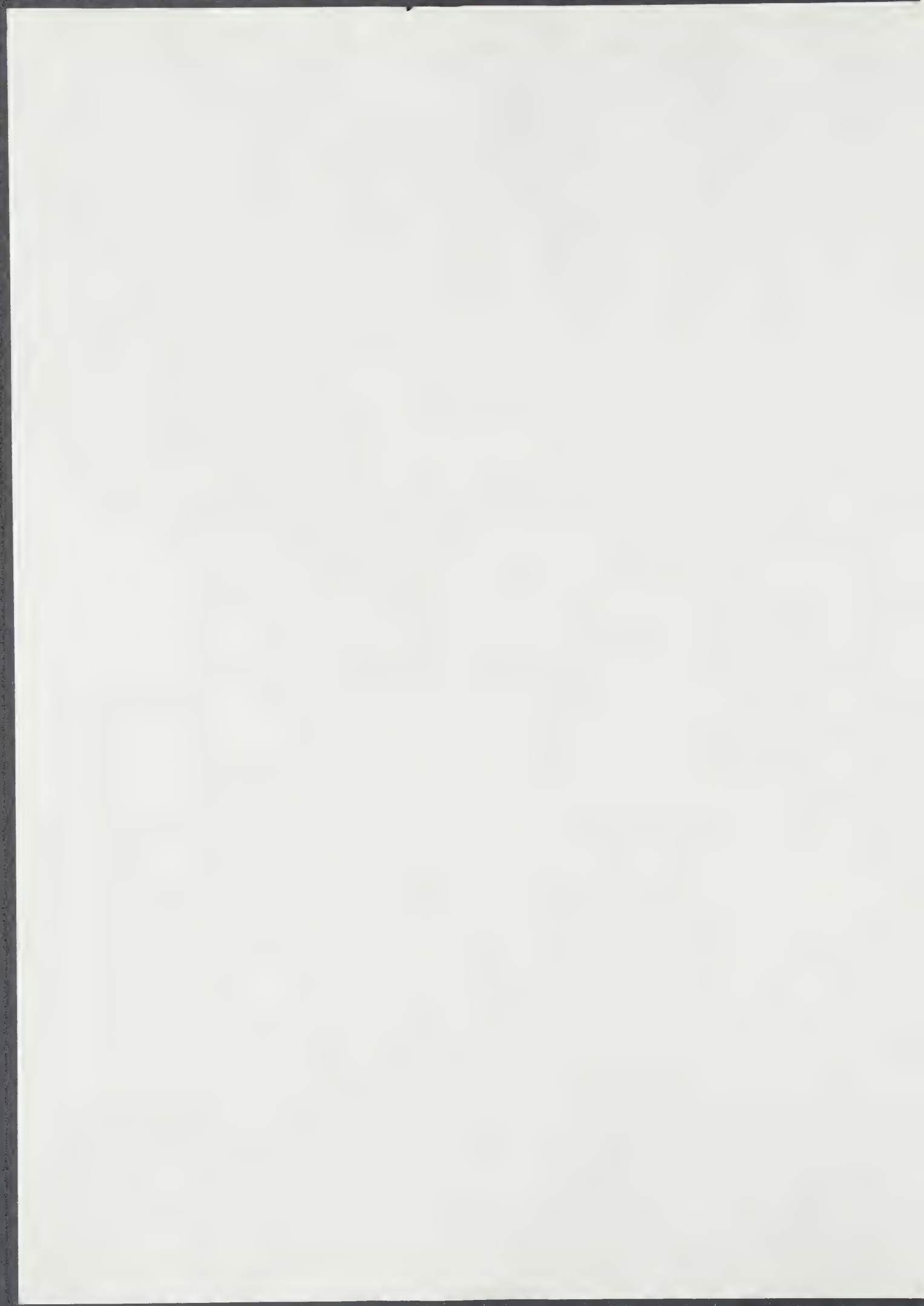




# Citrus AG

1911  
 1910  
 1909  
 1908

1911 1134 PLANTING TREES 1910



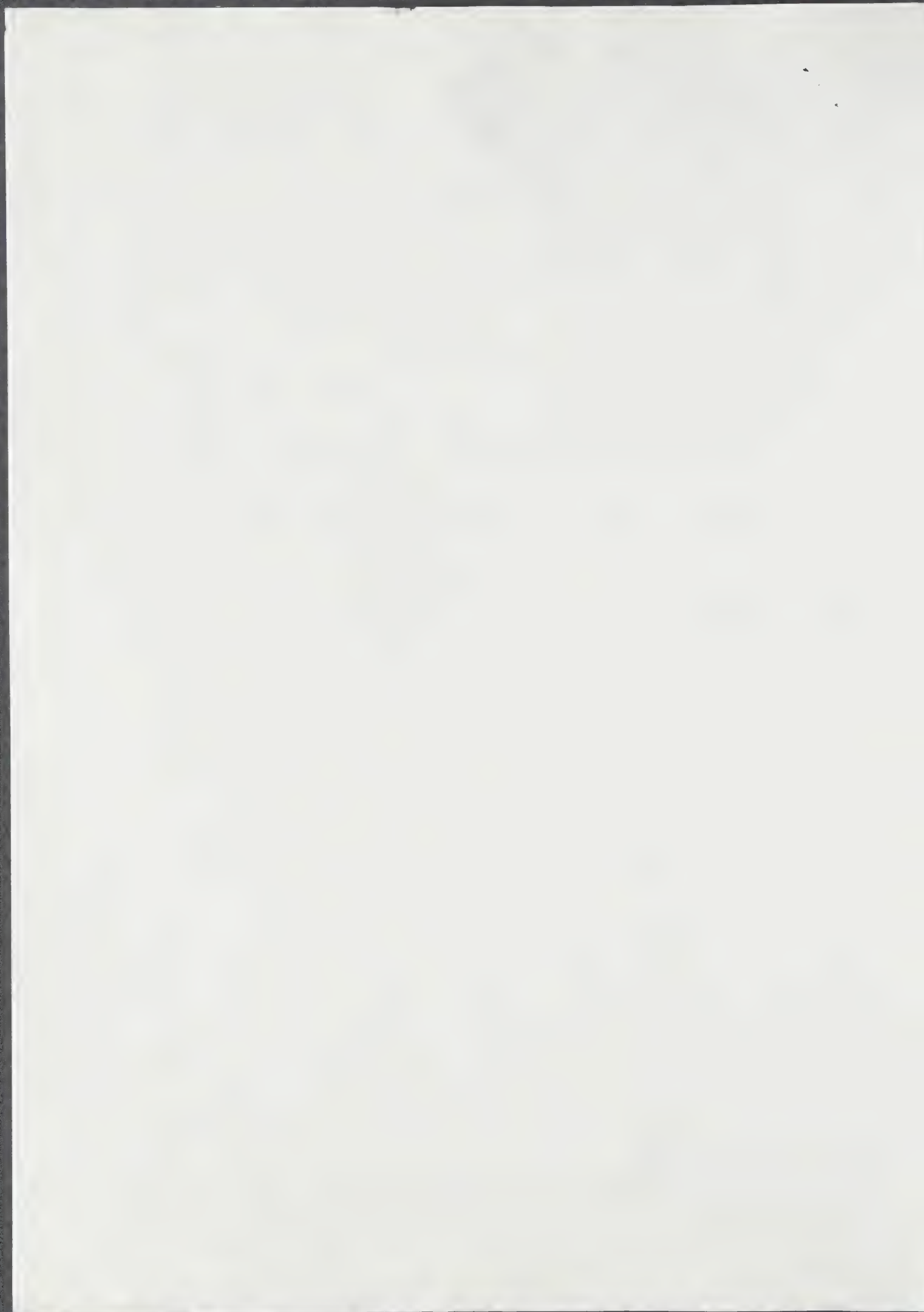
CLASSIC



TELEFAX

*Holiday Season*

If you do not receive all the pages or the print is unclear, please contact us immediately under the following number (41) 23 2222.





Dr. Alfred Bader  
2961 North Shepard Avenue  
Milwaukee, Wisconsin 53211

January 24, 1995

Mr. Michael Baronian  
Managing Director  
Cilag AG  
Hochstrasse 201  
CH8201 Schaffhausen  
Switzerland

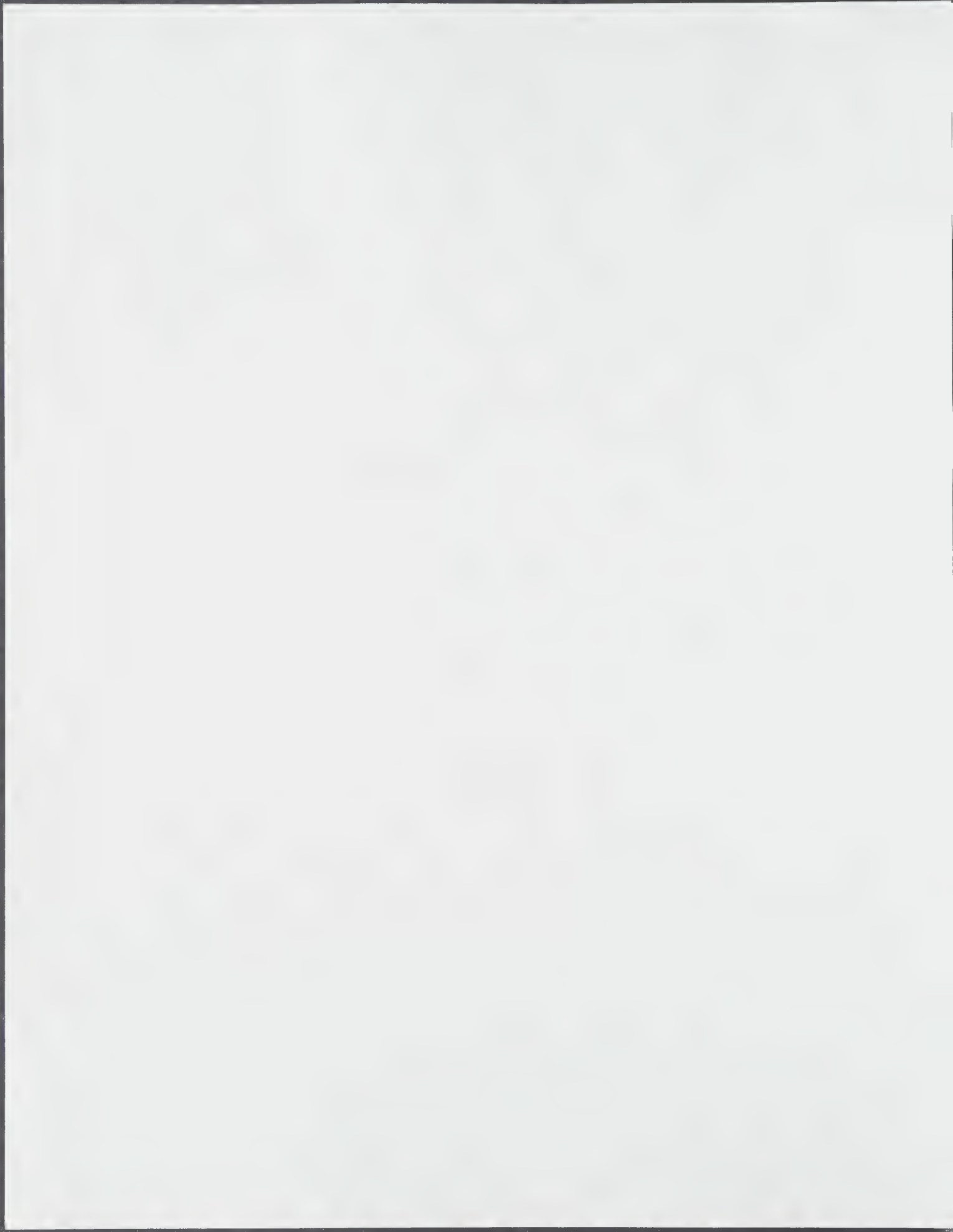
Dear Mike:

All of us very much enjoyed Erich Hammer's visit to Milwaukee, and I hope that Cilag and Aldrich will be able to collaborate.

Did my expense report for the trip to Schaffhausen in December (\$715.60) get lost in the mails, or perhaps your check to me? I did receive your check for \$3000 for consulting from July through September 1994, but not for October through December 1994. The mails can be so chancy.

Best regards.

Sincerely,



FAX FROM

DR. ALFRED R. BADER  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone 414-277-0730  
Fax No. 414-277-0709

January 24, 1995

To: Dr. Erich Hammer  
Cilag Ltd.

011 41 53 829 567

Dear Erich:

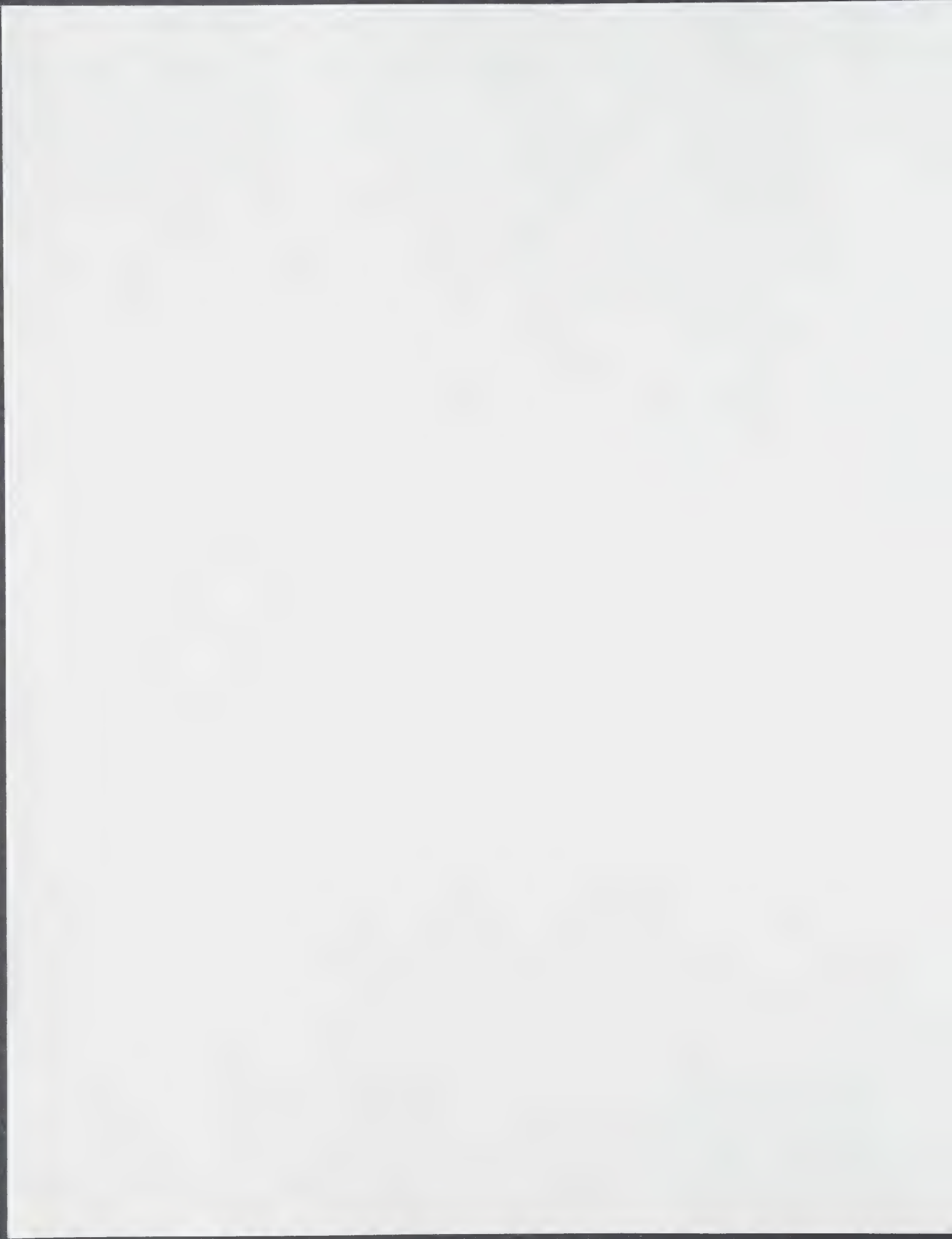
You must have realized how very much all of us enjoyed your visit to Milwaukee.

The day after your visit I had a long chat with Dr. Clinton Lane, who was most pleased and hopes that Aldrich and Cilag can cooperate. Clint told me that Aldrich might not have a vessel large enough to do the low pressure hydrogenation required in one of your steps, but that might well be worth it for Aldrich to acquire.

All good wishes.

Sincerely,





FAX FROM

DR. ALFRED R. BADER  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone 414-277-0730  
Fax No. 414-277-0709

To: Dr. Erich Hammer  
Chicago

9.1.95

Dear Erich

Thanks for fax.

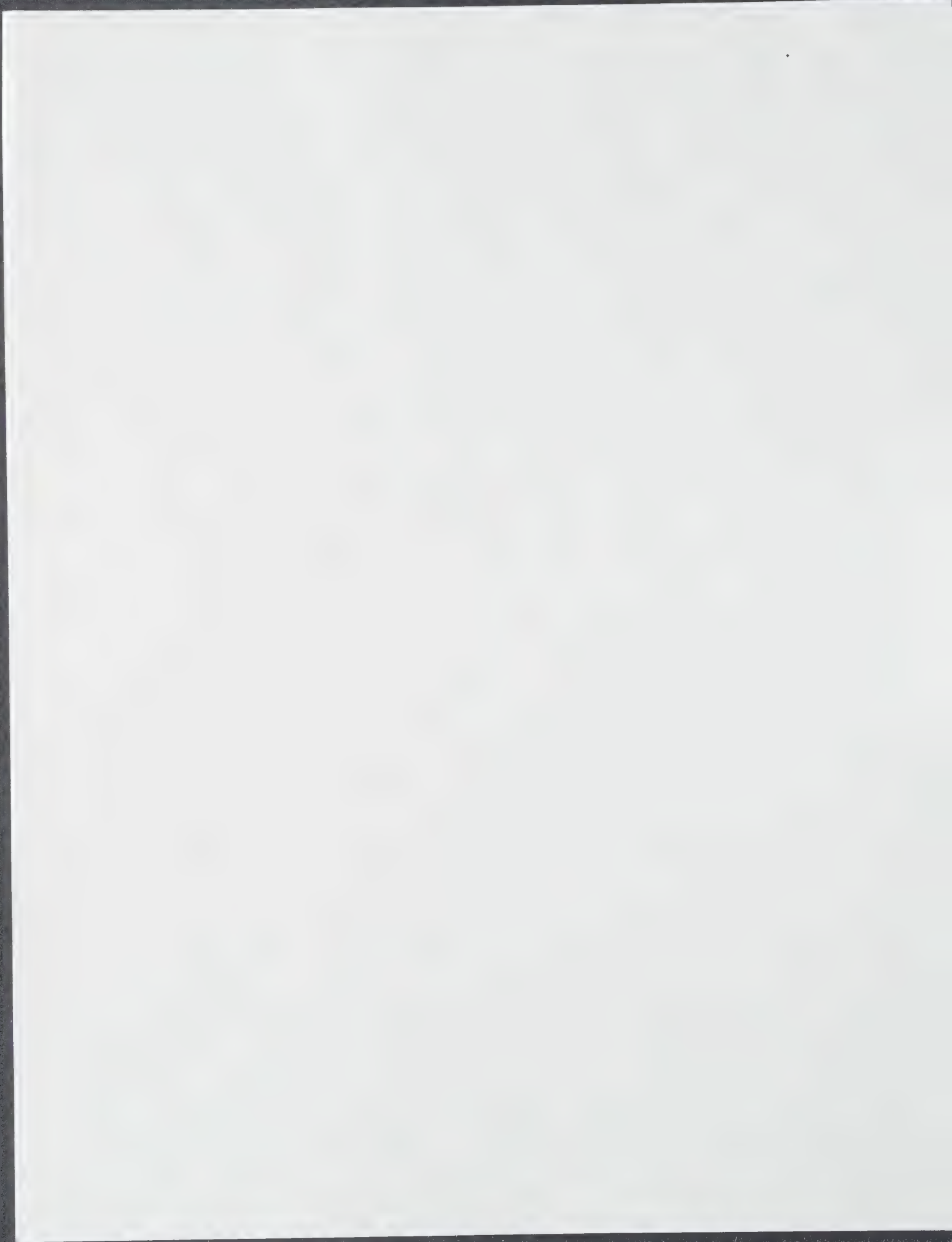
I spoke to Clint Bauer and he is expecting you on Wednesday, Jan. 18

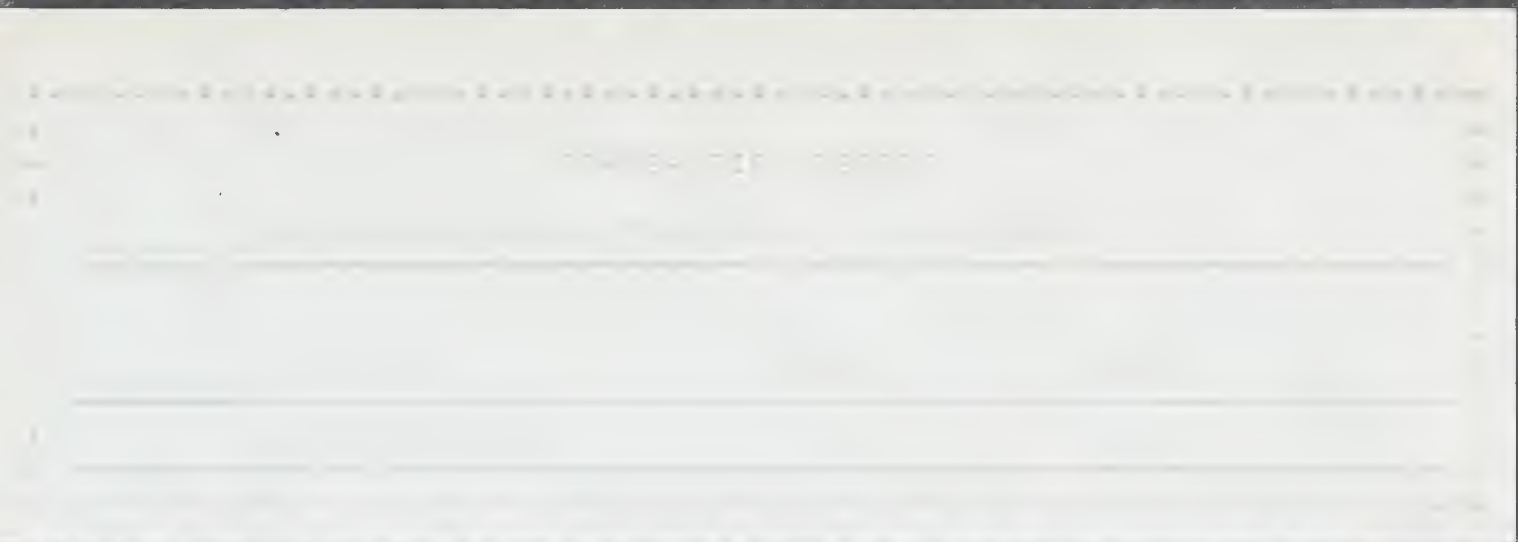
There are no good flights to Sheboygan.  
As you will be in Chicago on Tuesday,  
take a bus from Chicago to Milwaukee,  
stay at a hotel here Tuesday night, and  
Clint will drive you to Sheboygan Wed. am.

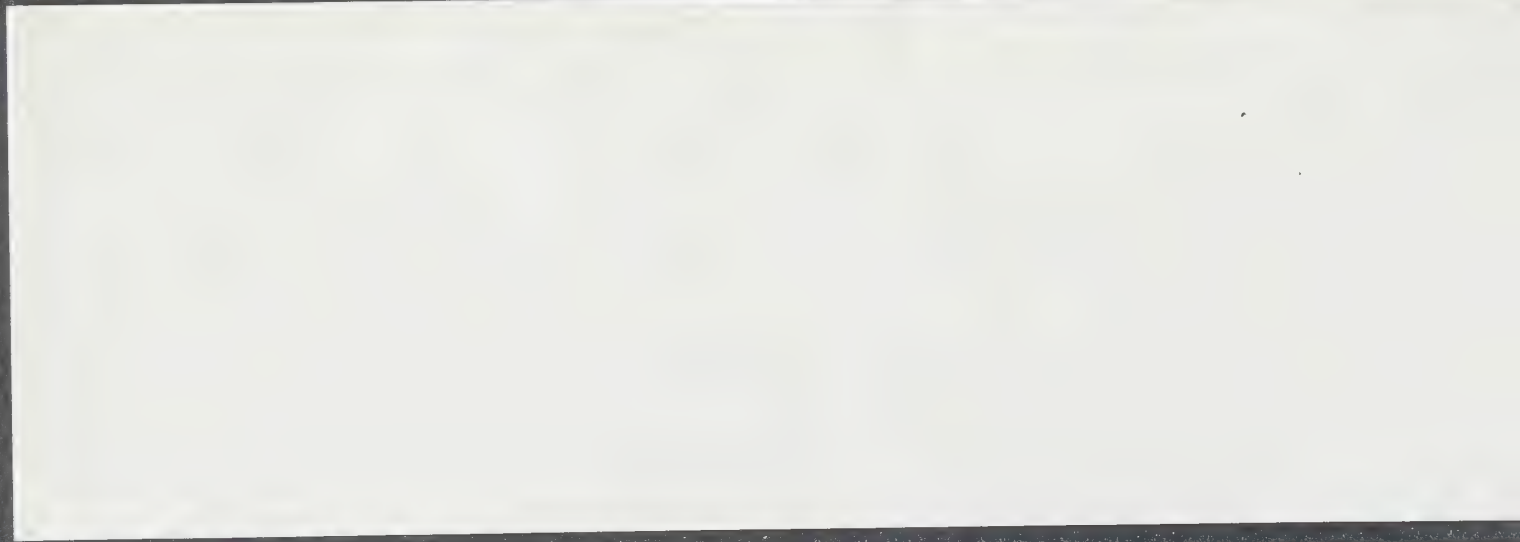
Dr. Phil Ottinger (in charge of SAT, Swiss,  
competent and decent) may come along.

Plan to have dinner with me on Tuesday  
or Wednesday evening. Shall I make hotel  
reservations?

Best regards  
A.R.B.









**CILAG LTD**  
Hochstrasse 201/209  
CH-8201 Schaffhausen



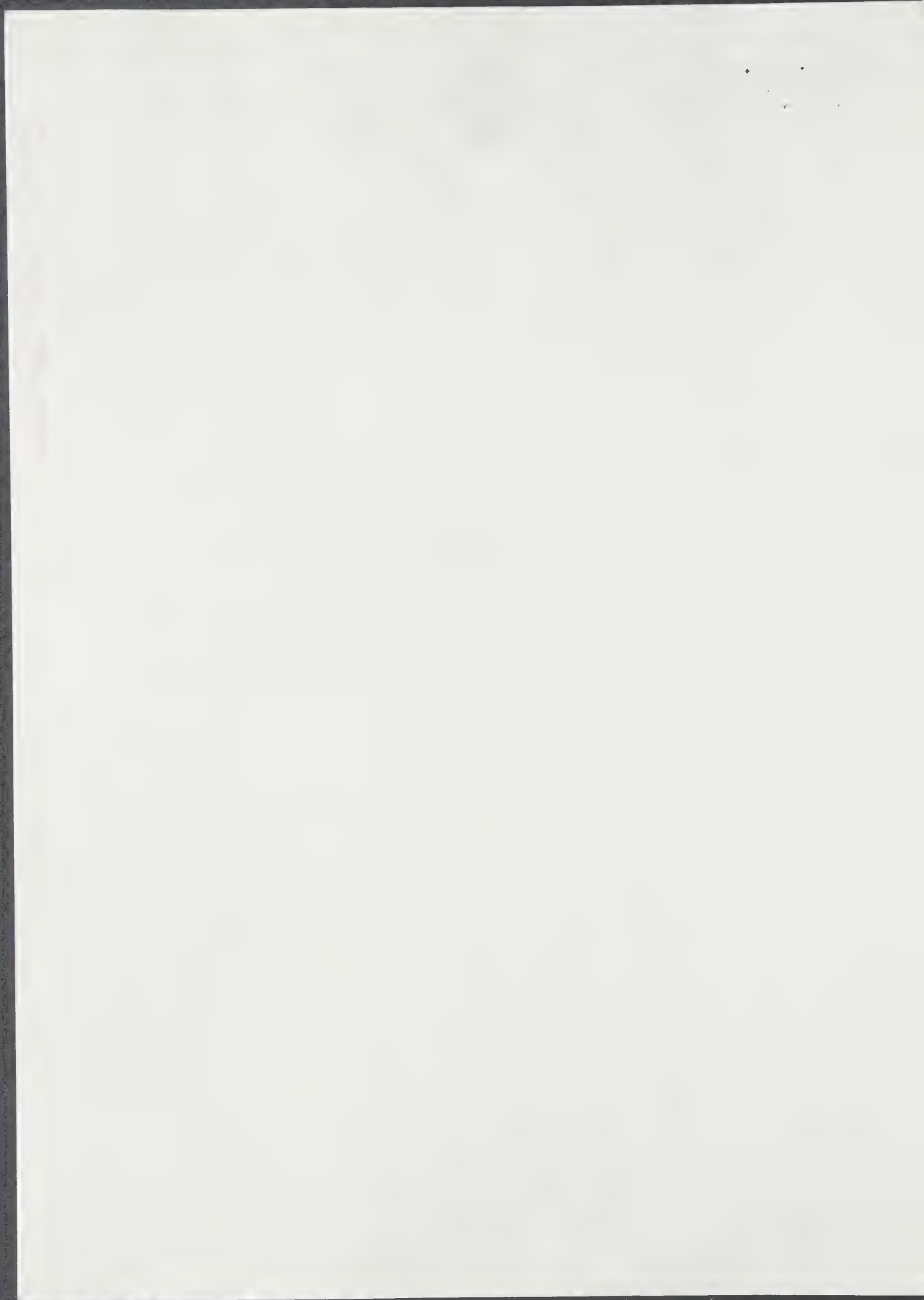
**TELEFAX**

Dr. E. Müller  
Postfach 41 43 529443  
D-4600 Bielefeld 1

Dr. E. Müller  
Postfach 41 43 529443  
D-4600 Bielefeld 1  
Tel. 0521 311 773 3077

AIR Jan. 5 1995

*[The main body of the document contains several paragraphs of text that are extremely faint and illegible. The text appears to be a formal letter or report, possibly related to a pharmaceutical product or a scientific study, given the context of the Cilag logo and the header information.]*



**CILAG LTD**  
Parsippany, NJ 07054  
CH-820 Schaffhausen  
Switzerland



**TELEFAX**

To: **Dr. J. G. ...**  
Address: **...**  
City: **...**

From: **...**  
Subject: **...**

Subject: **...**  
Reference: **...**



# CILAG AG

Hochstrasse 201/209  
CH-8201 Schaffhausen  
Switzerland

# TELECOPY

Telefax No +41-53 829 567

TO: Dr. A. H. B. ...  
Rexham Sea  
East Sussex, England  
Fax: 01444-424 01 20 20

FR: Vroni Kelle

E: December 7, 1994

No of pages including this cover page

Lieber Herr Dr. Bode

Vielen Dank für Ihren Beseitigung

Ich habe für den 15. Dezember um 15:45 Uhr eine Abreise nach Zürich geplant  
wird

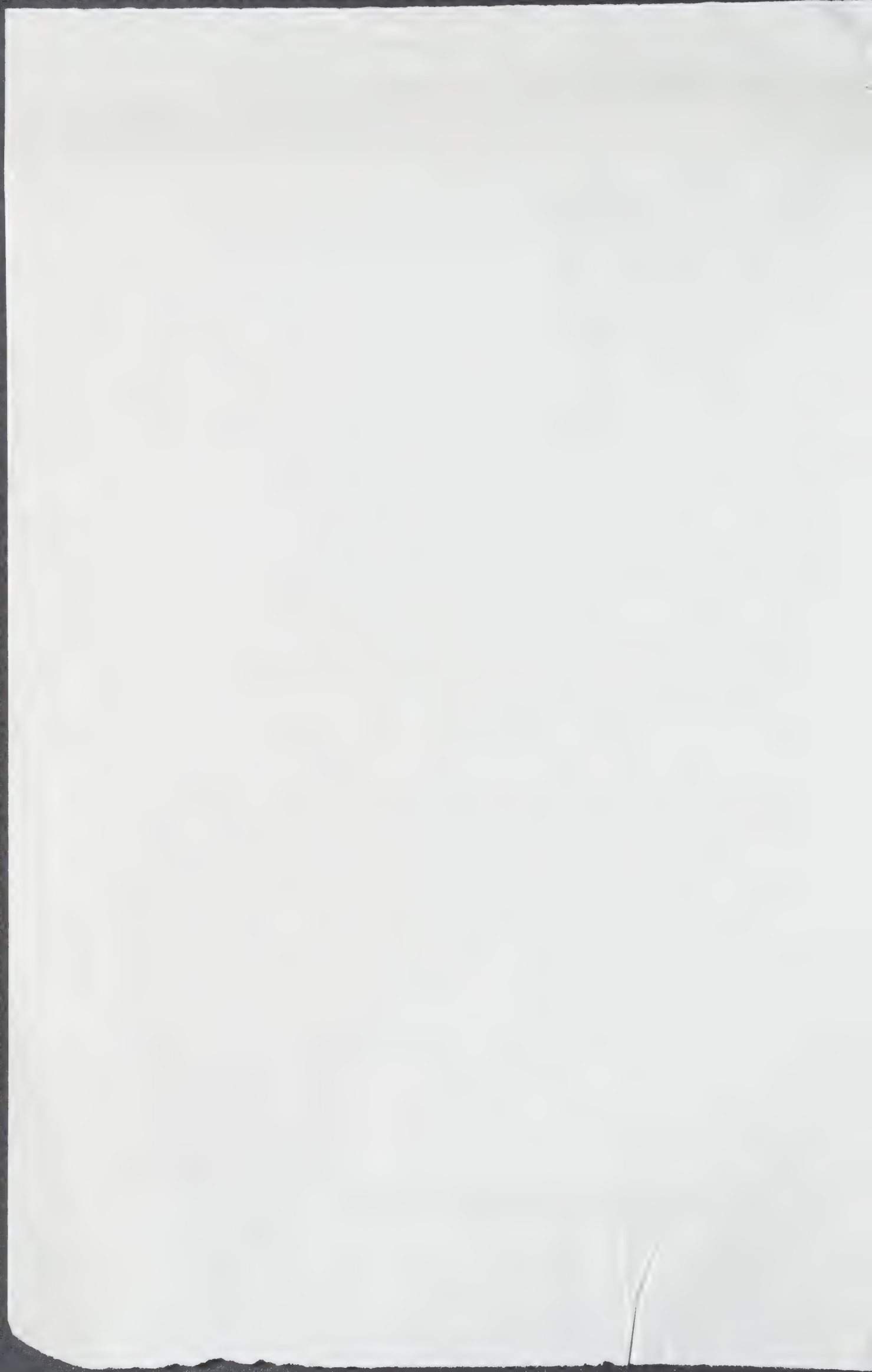
Nun hatte ich gerne noch gerne eine Abreise nach Zürich geplant, wenn Sie  
nach Stein am Rhein zu gelangen. Ich werde das gerne für Sie organisieren, musste dann aber  
noch Ihre Ankunftszeit wissen

Gern würde ich Sie am 2. Dezember um 15:45 Uhr in Zürich abholen

Mit besten Dank und mit freundlichen Grüßen



Vroni Kelle



FAX TRANSMITTAL SHEET

**Dr. Alfred Bader**  
2961 North Shepard Avenue  
Milwaukee, Wisconsin 53211  
Telephone 414 962 5169  
**FAX 414 962 8322**

November 3, 1994

TO: Mr. Michael Baronian  
Cilag Ltd.  
011 41 53 829 444 567

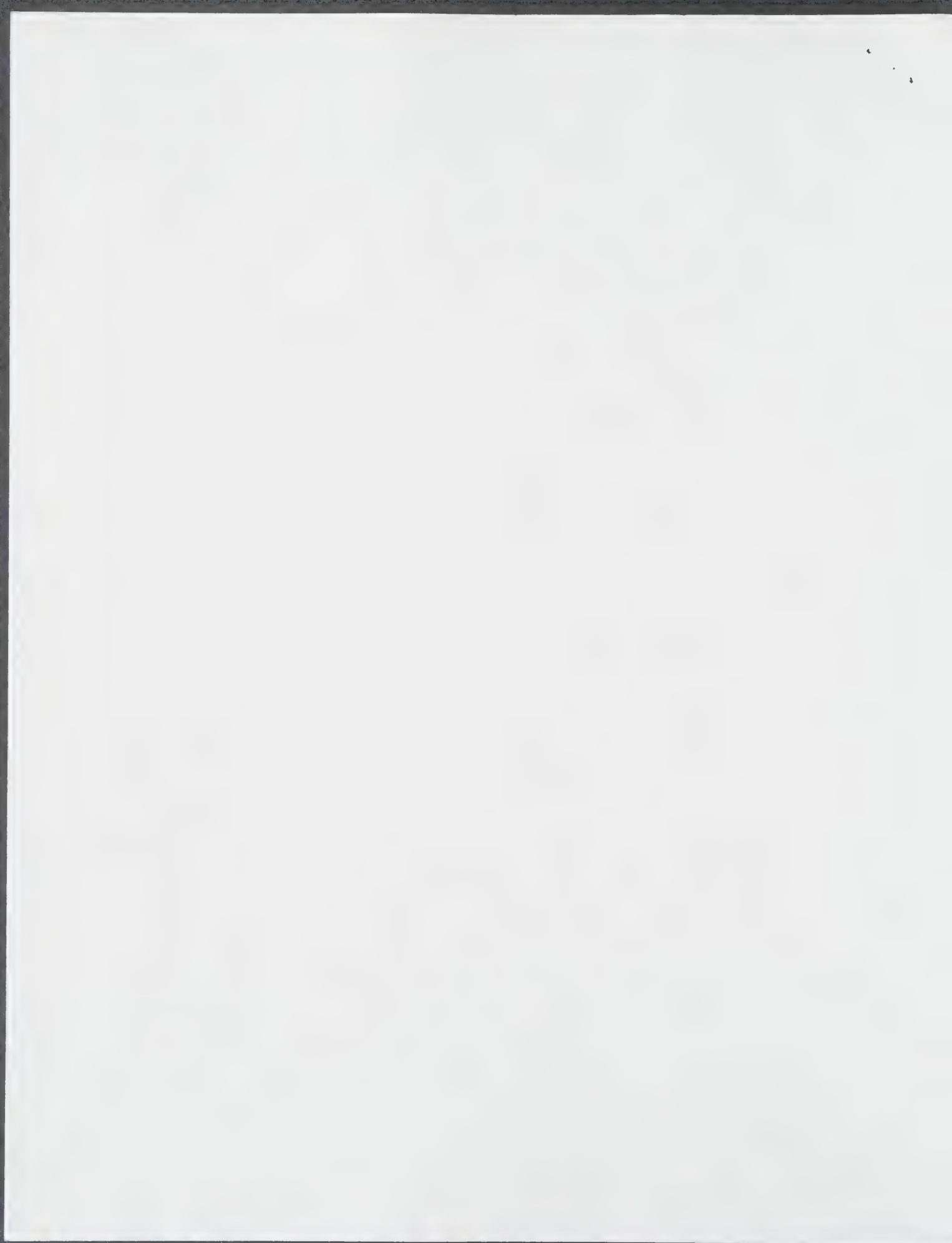
Dear Mr. Baronian:

The Baders are travelling through Canada this week. Dr. Bader will respond to your fax of November 1 when he returns to the office on Monday the 7th.

Sincerely,



Marilyn Hassmann





FAX FROM

DR. ALFRED R. BADER  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone 414-277-0730  
Fax No. 414-277-0709

October 21, 1994

2 pages

To: Dr. Erich Hammer  
Cilag Ltd.

011 41 53 829 444

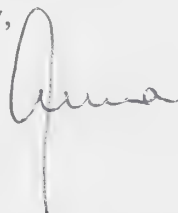
Dear Erich,

Yesterday, I spoke to a senior purchasing manager at G. D. Searle in Skokie, Illinois. He is most interested in discussing with Cilag both the possibility of manufacturing some peptides and some heterocyclics. His name is Mr. Anin Bhatt, fax number 708 982 8282, telephone number 708 982 8029.

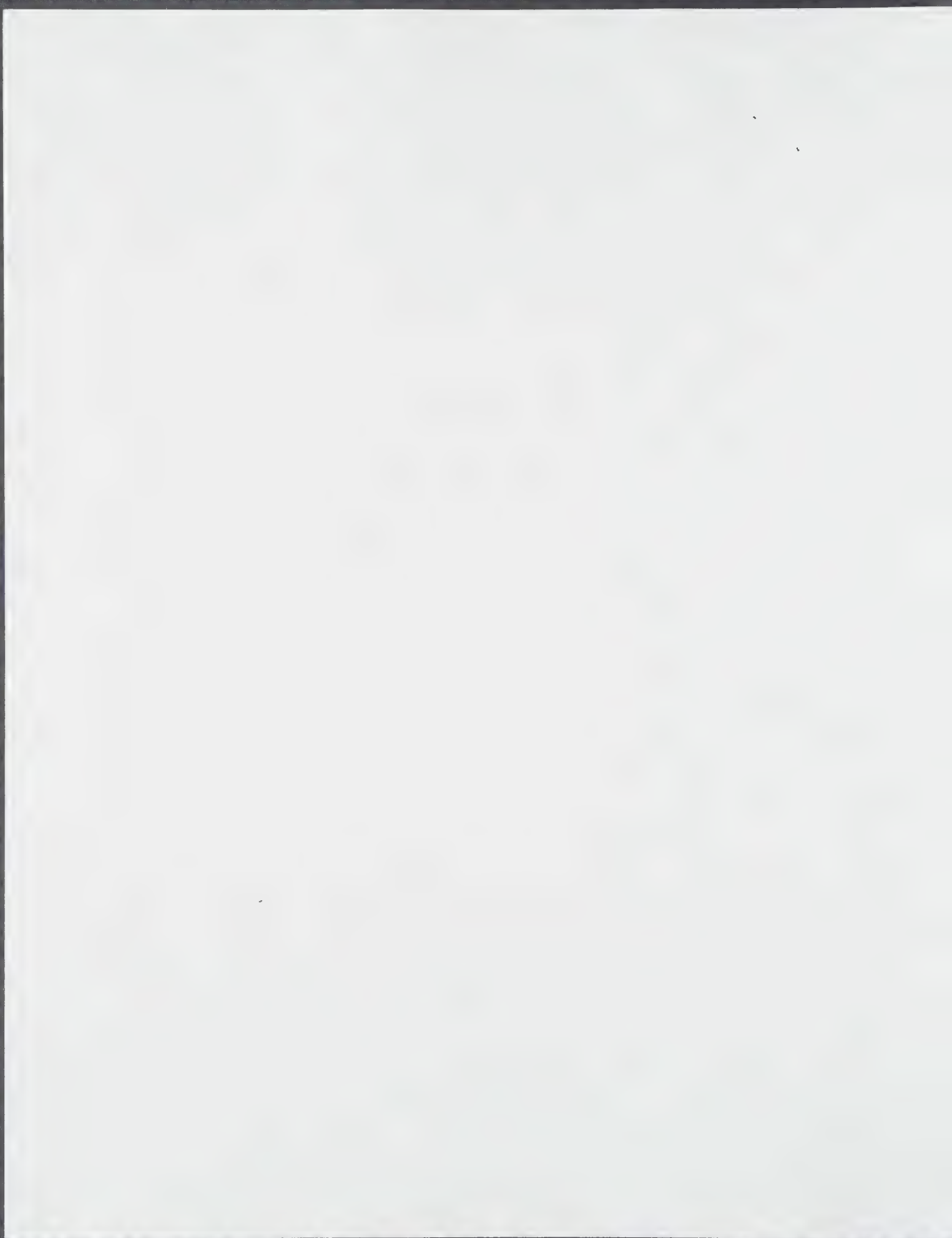
Of course I told Mr. Bhatt that you would be in touch with him directly, and I believe that this may turn out to be a very valuable lead.

Best regards.

Sincerely,



Das könnte sehr wichtig werden -  
Er ist hoch - interessiert.



Dr. Alfred Bader  
2961 North Shepard Avenue  
Milwaukee, Wisconsin 53211

October 21, 1994

Mr. Anin Bhatt  
G. D. Searle & Company  
4901 Searle Parkway  
Skokie, Illinois 60077

Dear Mr. Bhatt:

It was such a pleasure to chat with you about Cilag AG.

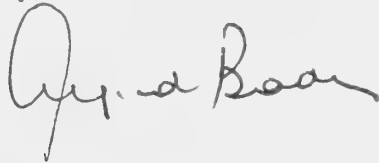
Cilag is an excellent company with a fine plant which is capable of making a great many building blocks, drug intermediates and drugs. Among their great strengths are syntheses of heterocyclics and peptides.

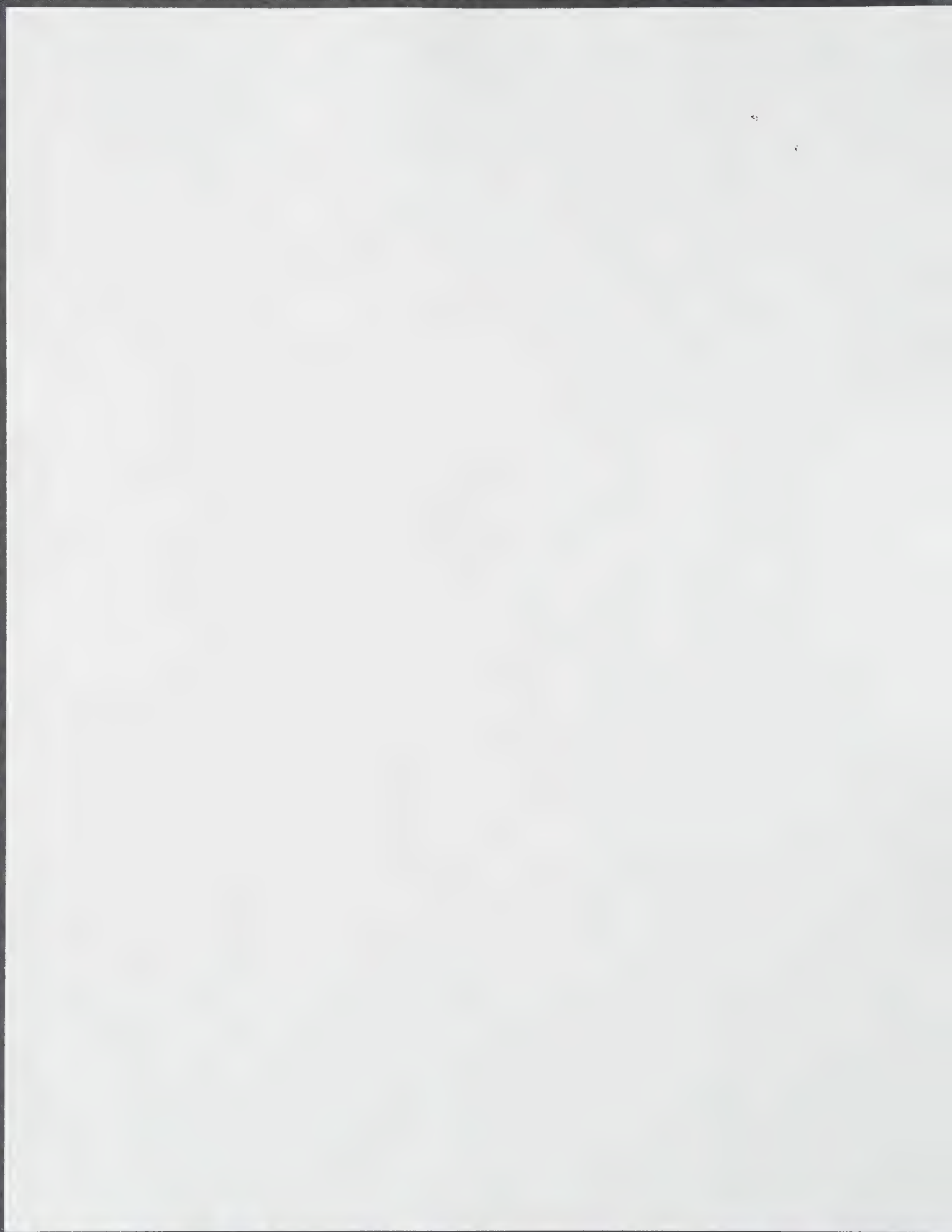
Cilag is owned by Johnson & Johnson and is thoroughly familiar with U.S. regulations and GMP.

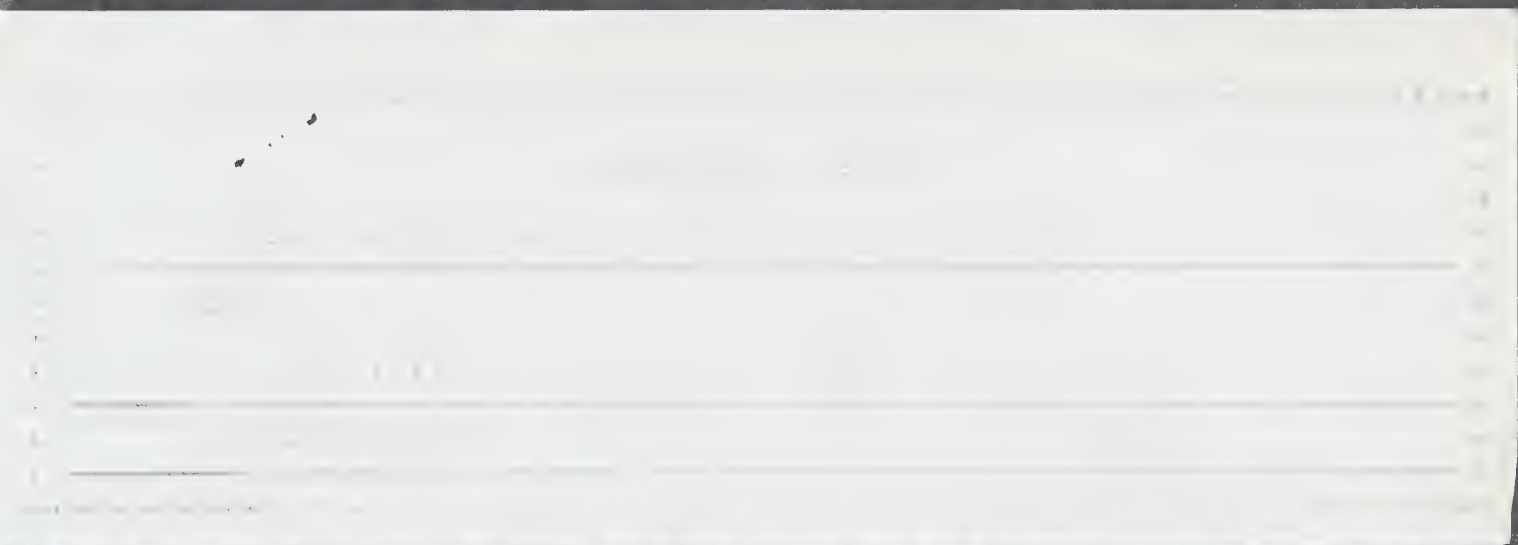
I have told Dr. Erich Hammer, the vice president at Cilag in charge of chemical operations, of your possible interest, and I have suggested to him that he be in touch with you directly. Cilag's address is Hochstrasse 201/209, CH8201 Schaffhausen, Switzerland; Dr. Hammer's direct telephone number is 011 41 53 829 307, and his fax number 011 41 53 829 444.

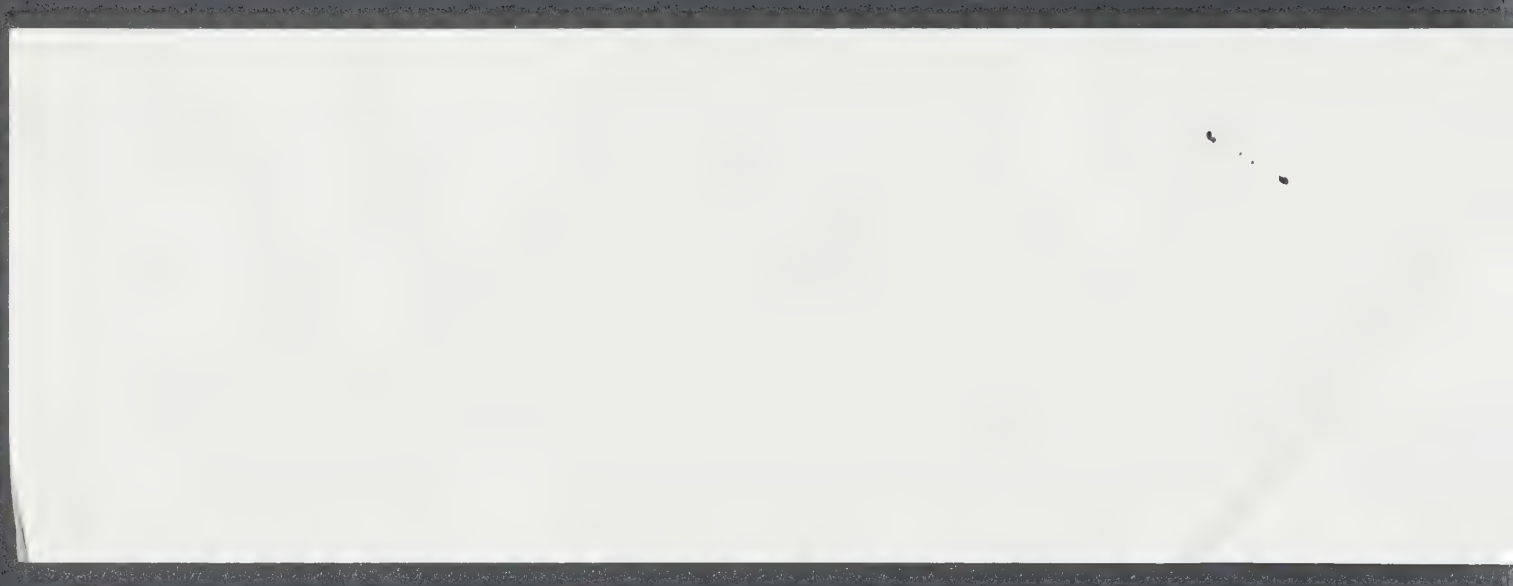
All good wishes.

Sincerely,

A handwritten signature in cursive script, appearing to read "Alfred Bader".







Dr. Alfred Bader  
2961 North Shepard Avenue  
Milwaukee, Wisconsin 53211

September 27, 1994

Dr. Erich Hammer  
Vice President, Operations Chemicals  
Cilag AG  
Hochstrasse 201  
CH8201 Schaffhausen  
Switzerland

Dear Erich:

Thank you so much for your fax of September 23 regarding Roche's decision not to continue their peptide work.

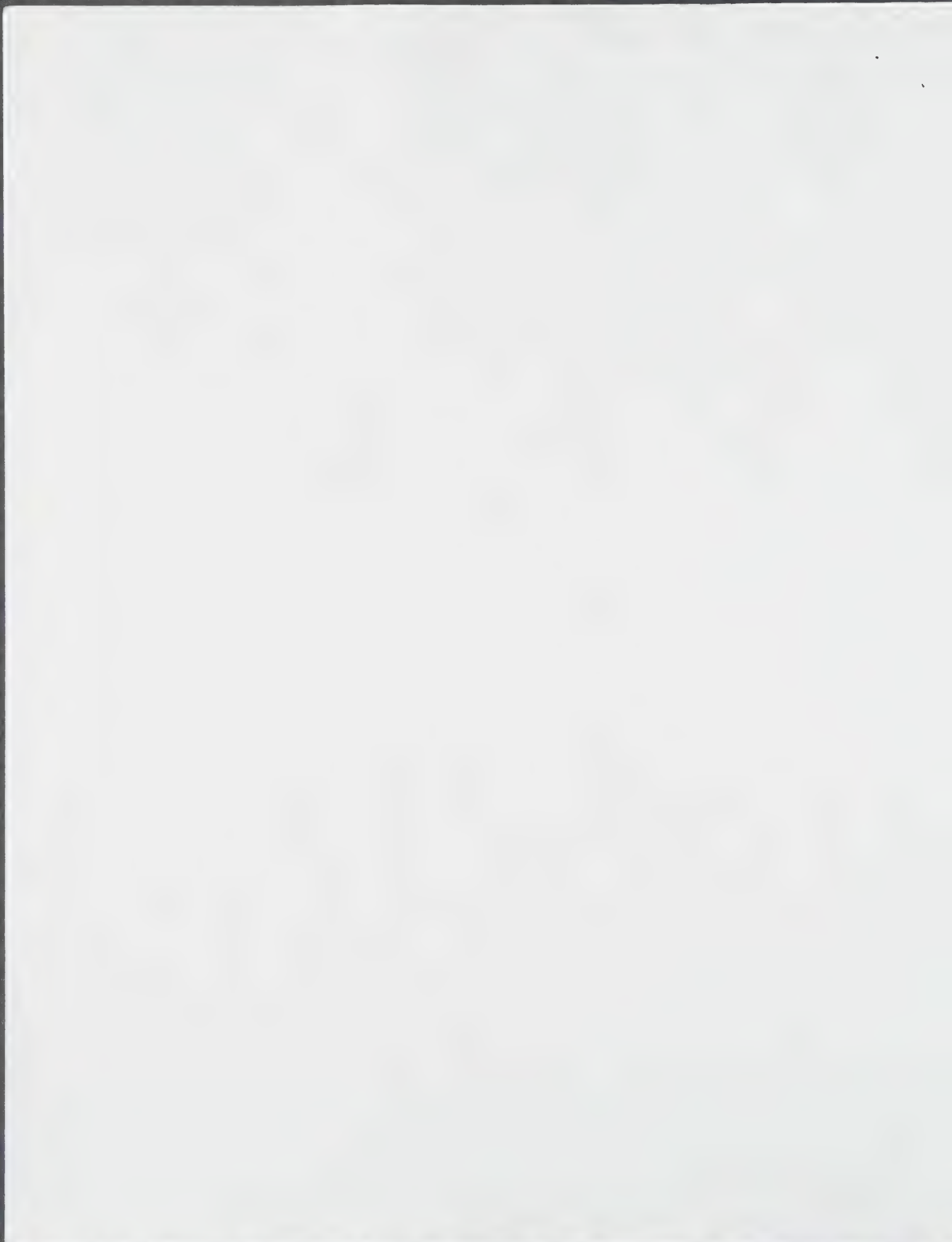
There might, of course, be a silver lining to this if J & J would be interested in pursuing it. It might fit much better into J & J's pharmaceutical program than into Roche's, and of course Cilag would know how to make it.

You marked the information confidential, and I will treat it as such, although I assume you have no objection if I discuss it with Bert van Deun.

I have been talking to a number of research chemists in pharmaceutical companies about possible interest in peptides, of course without in any way indicating that I am searching for Cilag. Once I have a definite lead, such as I had with Roche, I will contact you to get your approval to discuss it in detail and then to suggest that the company approach you directly.

All good wishes.

Sincerely,





**CILAG LTD**  
Societate cu raspundabilitate limitata  
Calea Bucuresti 201, Bucuresti  
ROMANIA



**TELEFAX**

Dr. J. S. [unclear]  
Fondul [unclear]

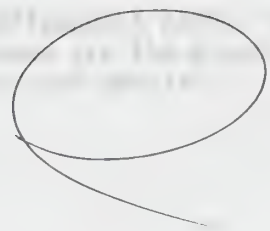
Com. [unclear]  
[unclear]

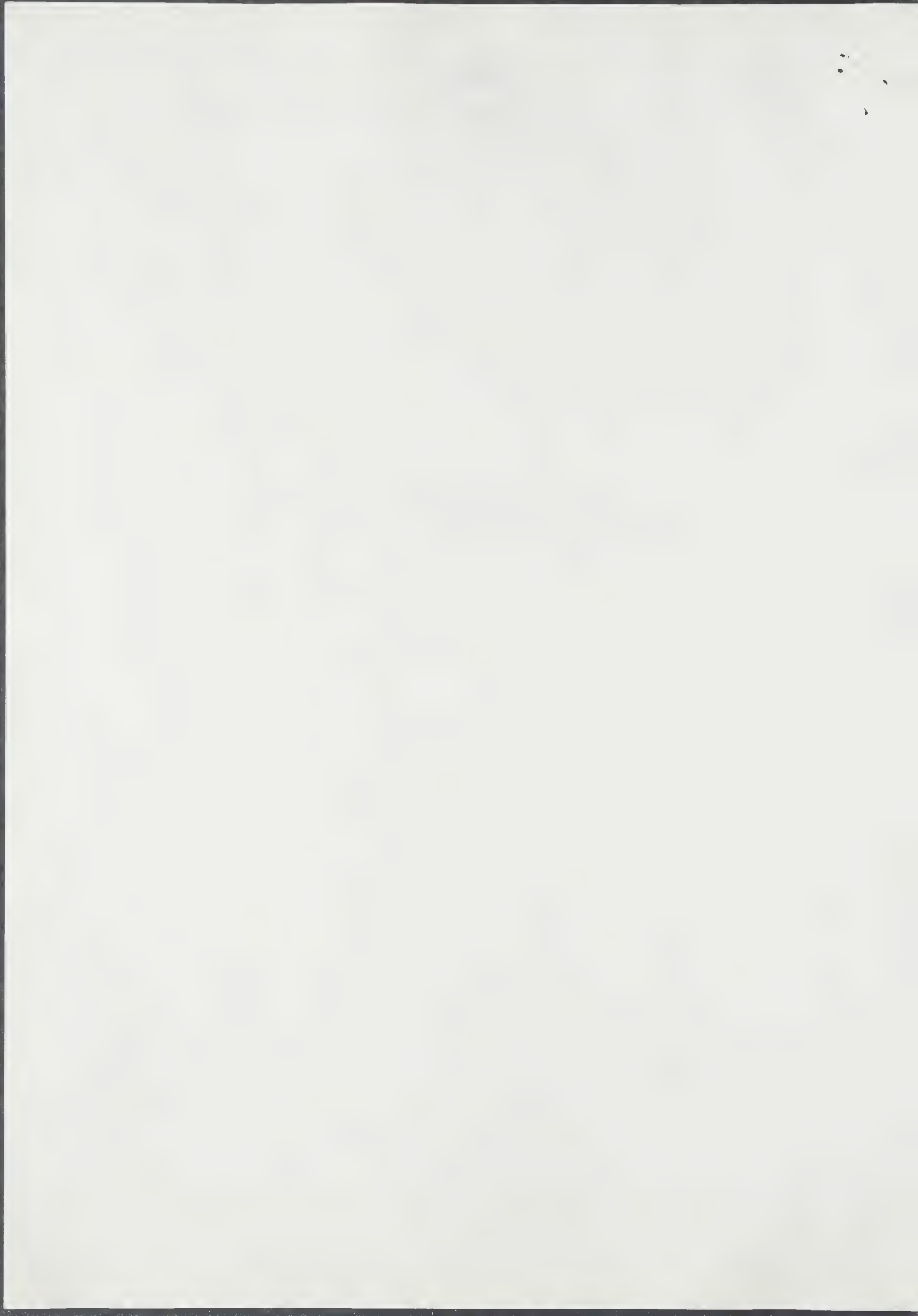
Com. [unclear]

[unclear]

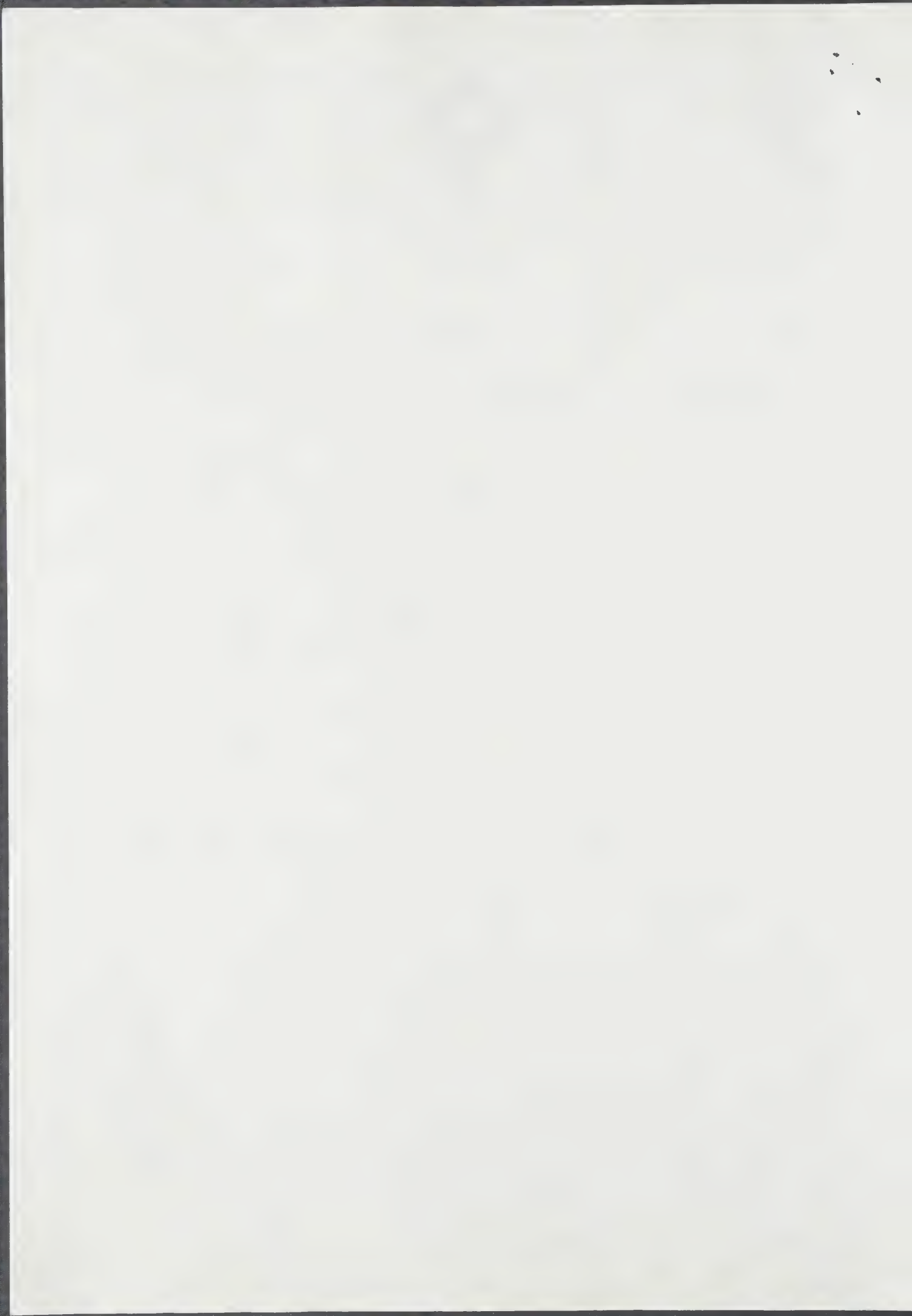
[unclear]

[unclear]











**CILAG AG**  
Hochstrasse 201/209  
CH-8201 Schaffhausen

Telefon: 053-829111  
Telex: 896 033 cil ch  
Telefax: 053-829444

**Direktion**

Schaffhausen **September 15, 1994**  
MB/vk

Dr. Alfred Bader  
Astor Hotel  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
USA

Dear Alfred

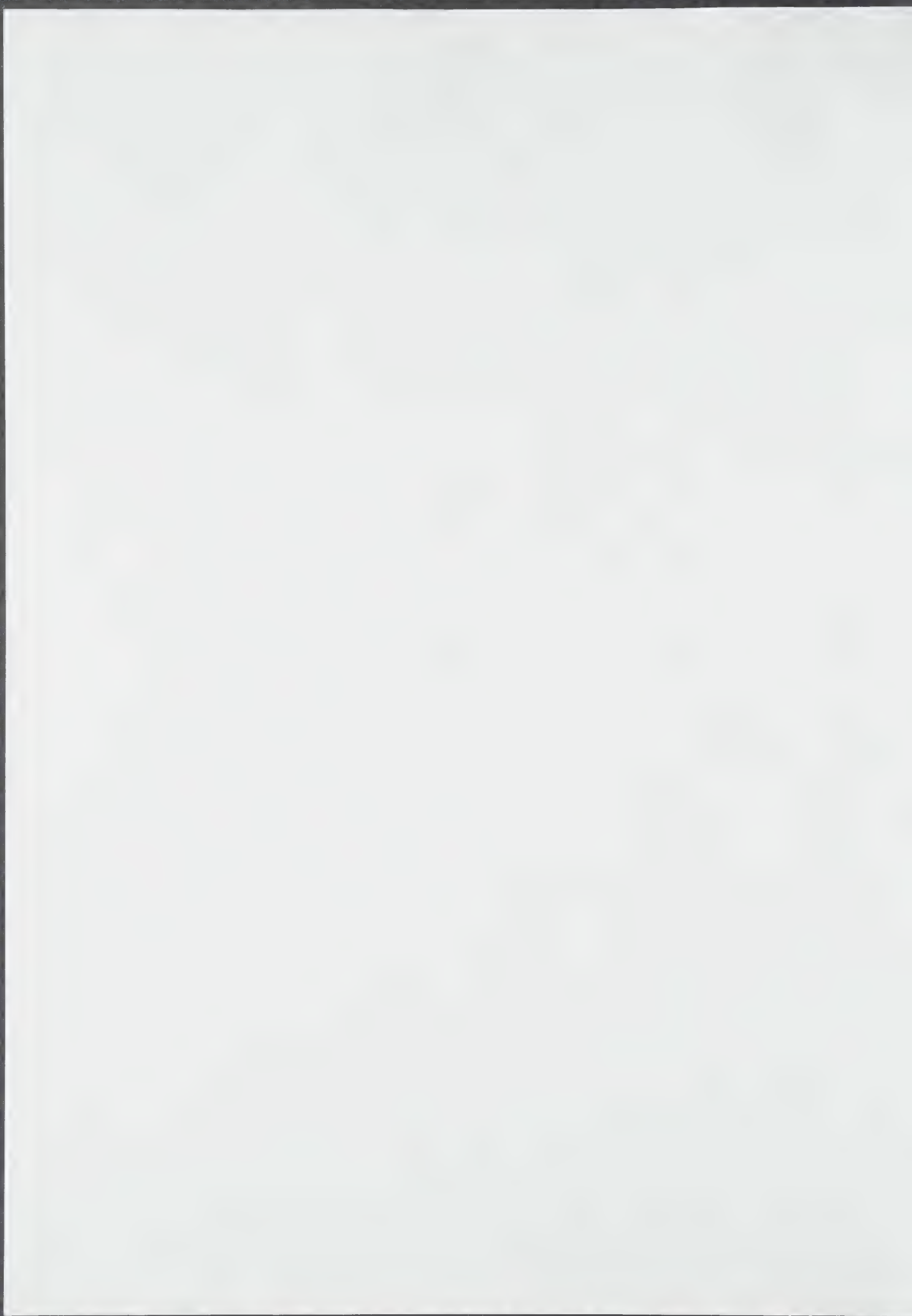
As agreed, enclosed please find our first payment for your services from July 1st to October 1st, 1994. We will proceed to remit payments on a quarterly basis as long as long as your services are required, which I hope will be a long time.

Thank you for the note that you sent for Bert. I will be more than happy to read it to him and to hug him on your behalf.

With best regards



Mike Baronian



FAX FROM

DR. ALFRED R. BADER  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone 414-277-0730  
Fax No. 414-277-0709

September 8, 1994

To: Dr. Erich Hammer  
Cilag Ltd.

011 41 53 829 444

Dear Erich,

A holiday in Spain and England has delayed my responding to your fax of August 18th.

I had a long phone conversation with my Danish friends, Henning Kaaber, Jens Karl Jensen and Niels Clauson-Kaas. Jens told me that he is in close touch with you. Unfortunately they licensed the production of Methotrexate to a Finnish company and are satisfied with them.

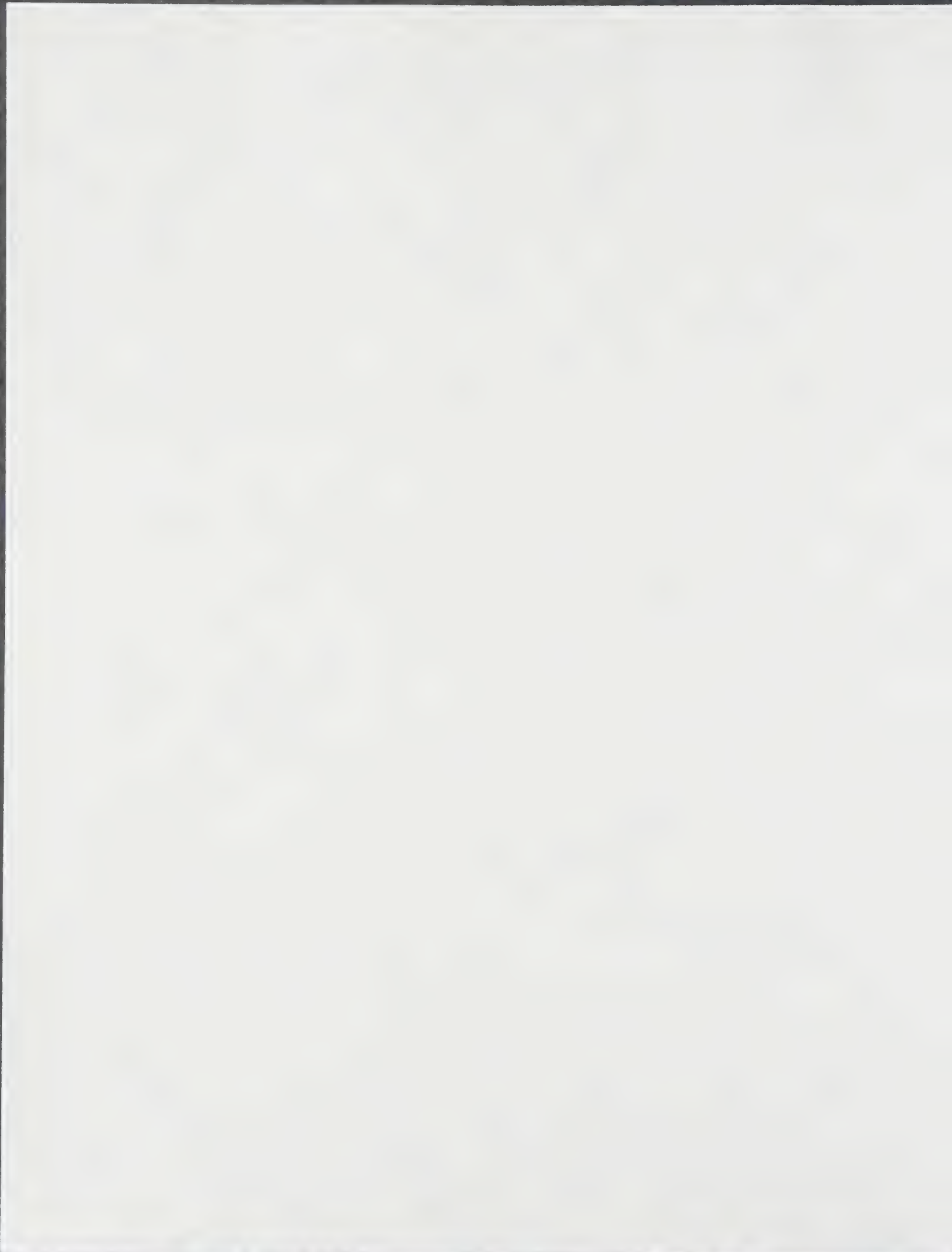
Good luck with the peptide for Roche.

As far as I know, 2,6-diisopropylphenol is made only by the Ethyl Corporation, which offers it at about \$12/kg. Would you like me to suggest companies which could buy it for you and charge only a small handling fee?

Re a U.S. "tool manufacturer" for you, please let me know the kind of chemistry involved (without details and chemicals involved), i.e., are high pressure or hydrogenation needed), what volume, etc.

Best wishes,







FAX TRANSMITTAL SHEET

**Dr. Alfred Bader**  
2961 North Shepard Avenue  
Milwaukee, Wisconsin 53211  
Telephone 414 962 5169  
FAX 414 962 8322

September 7, 1994  
PERSONAL AND CONFIDENTIAL

TO: Dr. Michael Baronian  
Cilag Ltd.  
011 41 53 829 444

*2 pages*

Dear Mike:

I do hope that the enclosed will be satisfactory.

I just wish that I could be with you and Bert on September 15th, but that is the Day of Atonement, the one day I stay in synagogue.

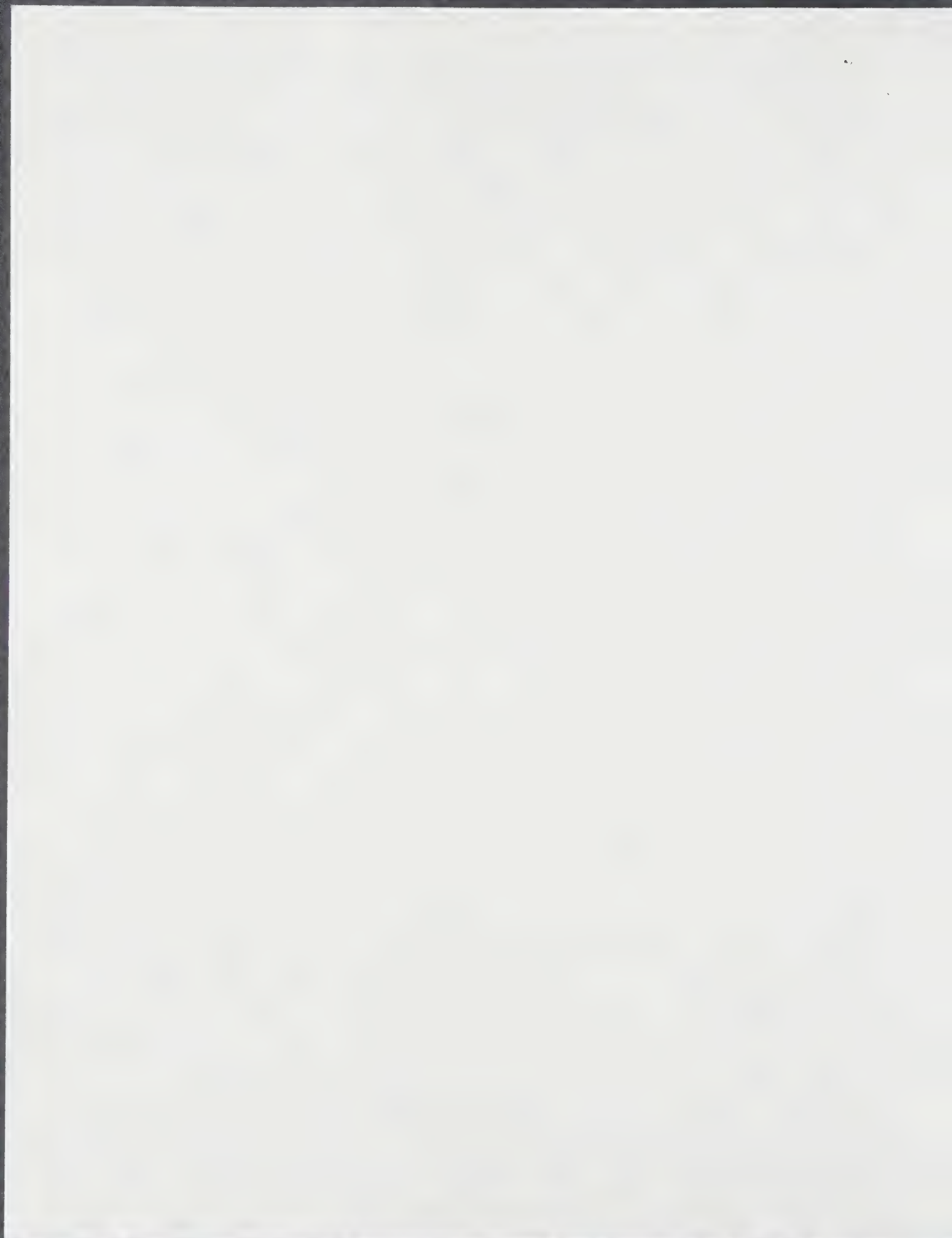
Please give Bert a special hug for me.

Best wishes.

As always,



Enclosure



Dr. Alfred Bader  
2961 North Shepard Avenue  
Milwaukee, Wisconsin 53211

September 1994.

Bert van Deun  
An Appreciation

I met Bert some 30 years ago, one of the first Belgian chemists I got to know well.

He is a most singular man, combining three attributes seldom found together in one person:

- (1) He is totally honest.
- (2) He is immensely able, with an analytical sense rarely found even in MBA's from the most prestigious school. I think that with Bert this analytical ability is innate, not acquired.
- (3) He is very outspoken--never with a hurtful intent, and totally direct.

In Beerse his honesty must have been surprising, his analytical sense of greatest value to the economic growth of Janssen and, incidentally also the key to our starting Aldrich-Europe together and his outspokenness must simply have been accepted, because Bert and the company had grown together.

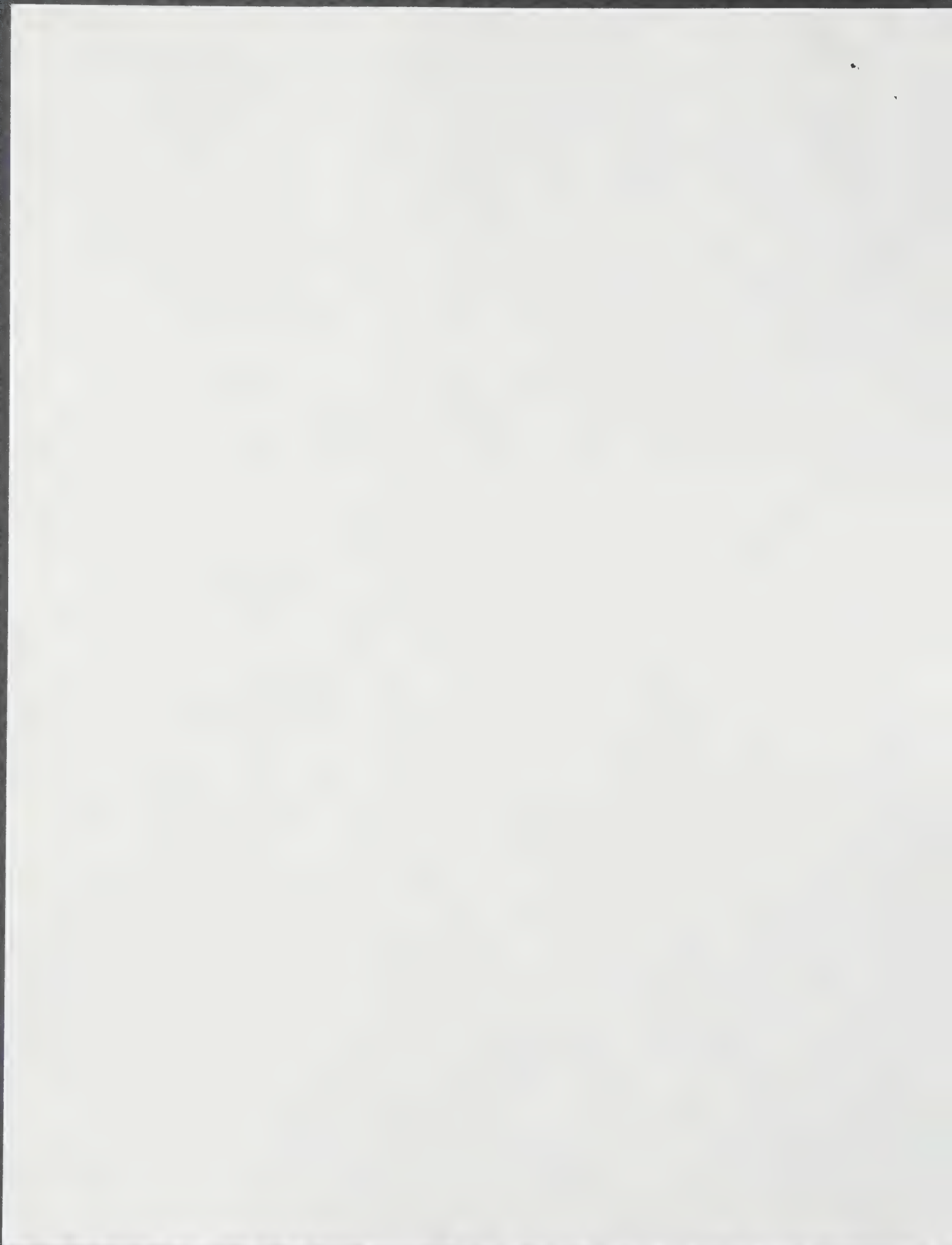
When J & J moved Bert from Beerse to New Brunswick, I thought that Bert's work there would end soon--how could American corporate culture and his directness co-exist? In the large American corporation, ability is valued, but being a teamplayer is essential. Not that Bert is not a team player: he just wants to change the rules when his down-to-earth common sense suggests change.

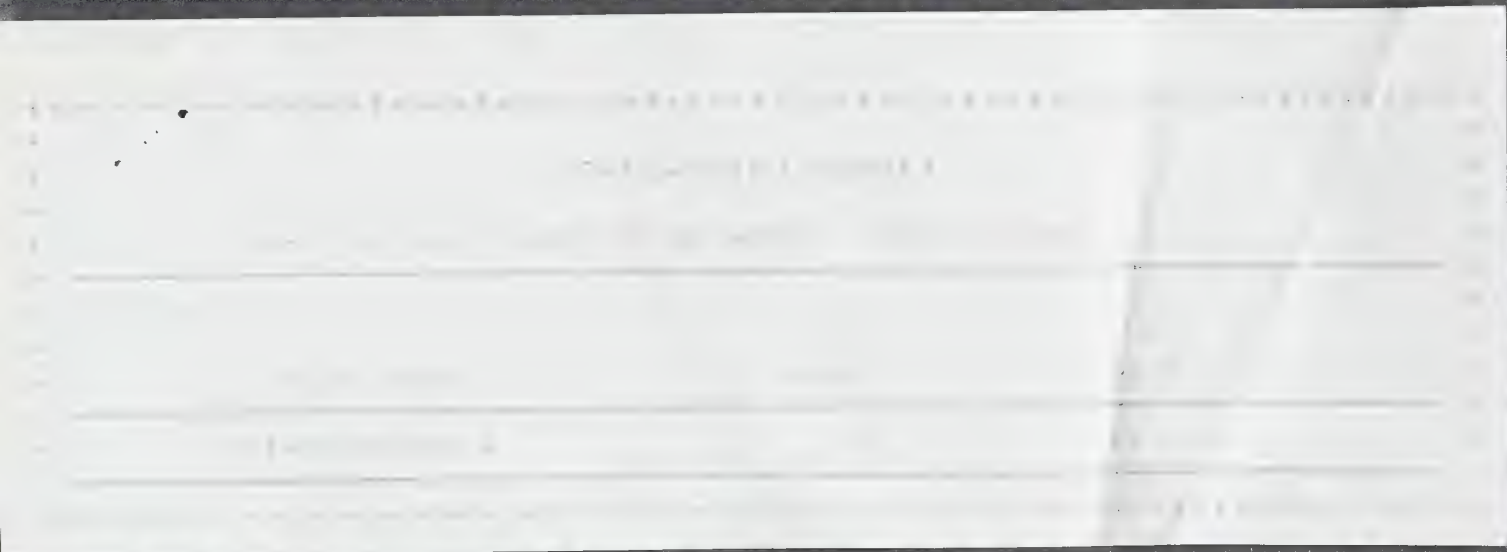
When J & J not only kept Bert but promoted him, my respect for the company increased and I became a stockholder.

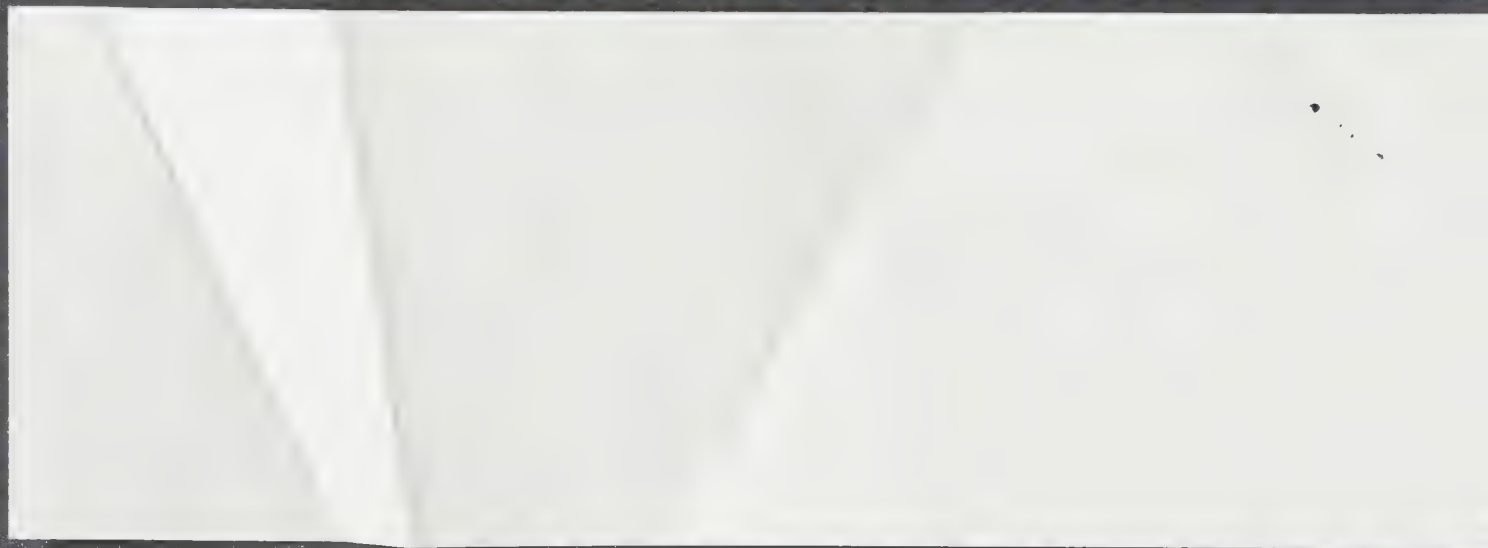
To place Bert with Cilag was a stroke of genius. I have known Cilag a decade longer than Janssen. In the 50's and 60's it was a sleepy company. After the acquisition by J & J, it suffered terribly by always being compared with Janssen. Only a man of vision, a Bert van Deun, with these three special qualities, a man who never suffers fools gladly, could wake up Cilag and bring it to its full potential. Bert has done that, and by assuring his competent succession has made Cilag one of the diamonds in J & J's crown.

Erich Kästner was among German writers what Bert is among business executives. Just when Bert began his studies, Kästner wrote, "Es gab und gibt immer begabte Leute die trotzdem anständige Menschen sind." And it was my good fortune to become Bert's friend.

Alfred Bader







**CILAG LTD**

Höchstrasse 201/209  
CH-8201 Schaffhausen  
Switzerland

**TELEFAX**

From: Dr. E. Hammer  
Fax-No.: (41) 53/829 443  
(Direct fax No Chem Op)

To: Mr. Alfred Bader  
Company: Milwaukee  
001/414 962 8322  
Fax-No.:  
Please provide  
copies for:

Date: August 18, 1994

Pages: 2  
including this cover page

Message:

Cooperation with Cilag Chem Op / your activities

Dear Alfred

Mike Baronian informed me he gave you the ok to go on with your work looking for new partners.

Therefore, I would like to try to freshen up the status quo, some roles and new activities for you.

## 1. Contacts with chemical partners

As we agreed upon during the recent meeting at Schaffhausen, you will inform us before you get in contact with possible new partners. This way any conflict situations will be avoided.

## 2. Peptides from Roche

We received the secrecy agreement and will sign it. We expect to get the process description prior to our meeting with the Roche people in September. Next step is to put up together the action program.

## 3. Sourcing of a key intermediate 2,6-Diisopropylphenol

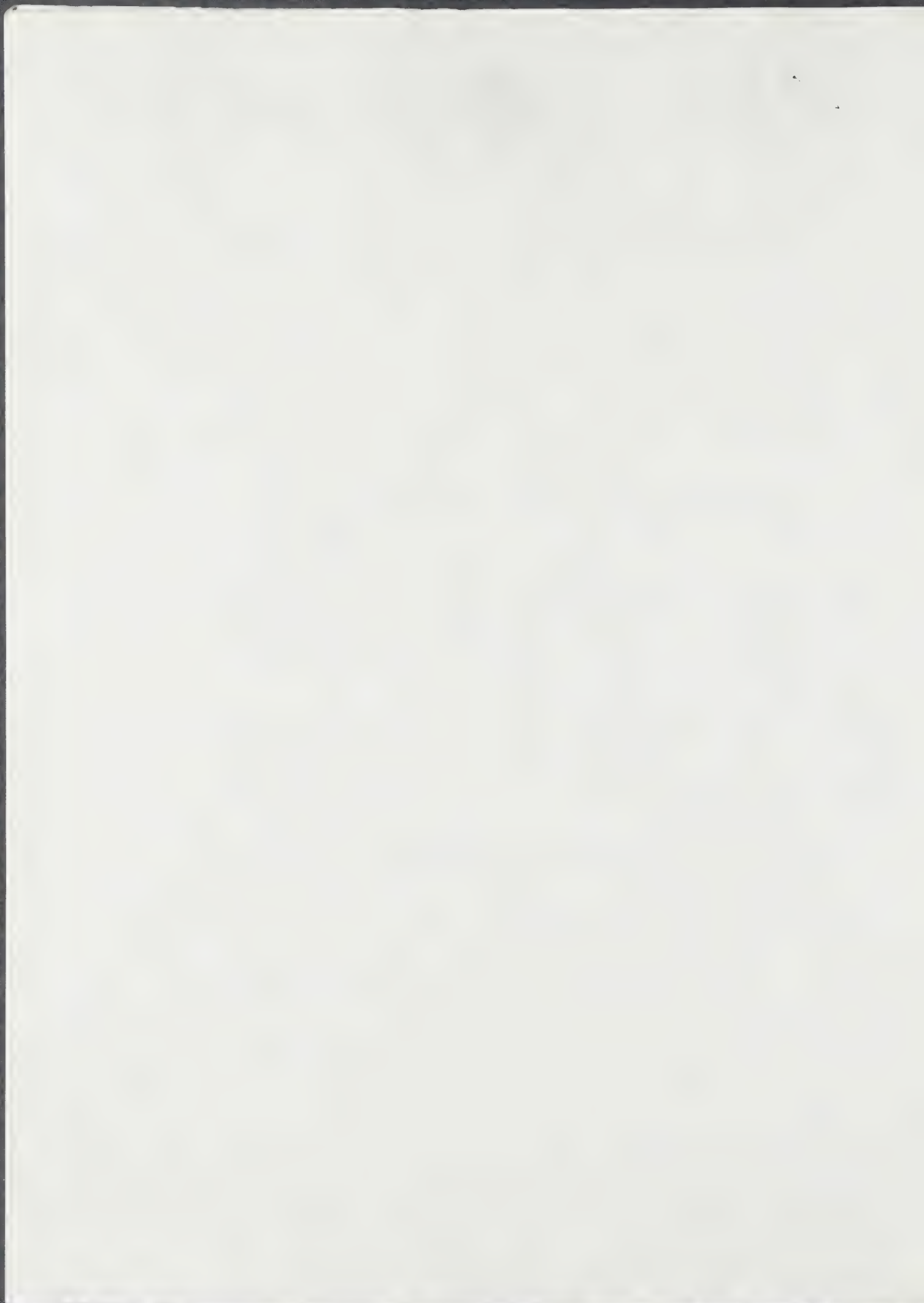
To accelerate registration we purchased 100 kg from Aldrich. The only manufacturer in USA known to us is Ethyl Corporation who is owner of Propofol and, therefore, refuses to sell this intermediate to Cilag.

Can you give us the name of a manufacturer? We think Aldrich is distributor but not producer.

\$12/kg

1) 12 kg - 8

If you do not receive all the pages or the print is unclear, please contact us immediately under the following number (41) 53/829 212







2nd page

Fax to Mr. Alfred Bader, Milwaukee

Aug. 18, 1994

4. Domestic tool manufacturer in US

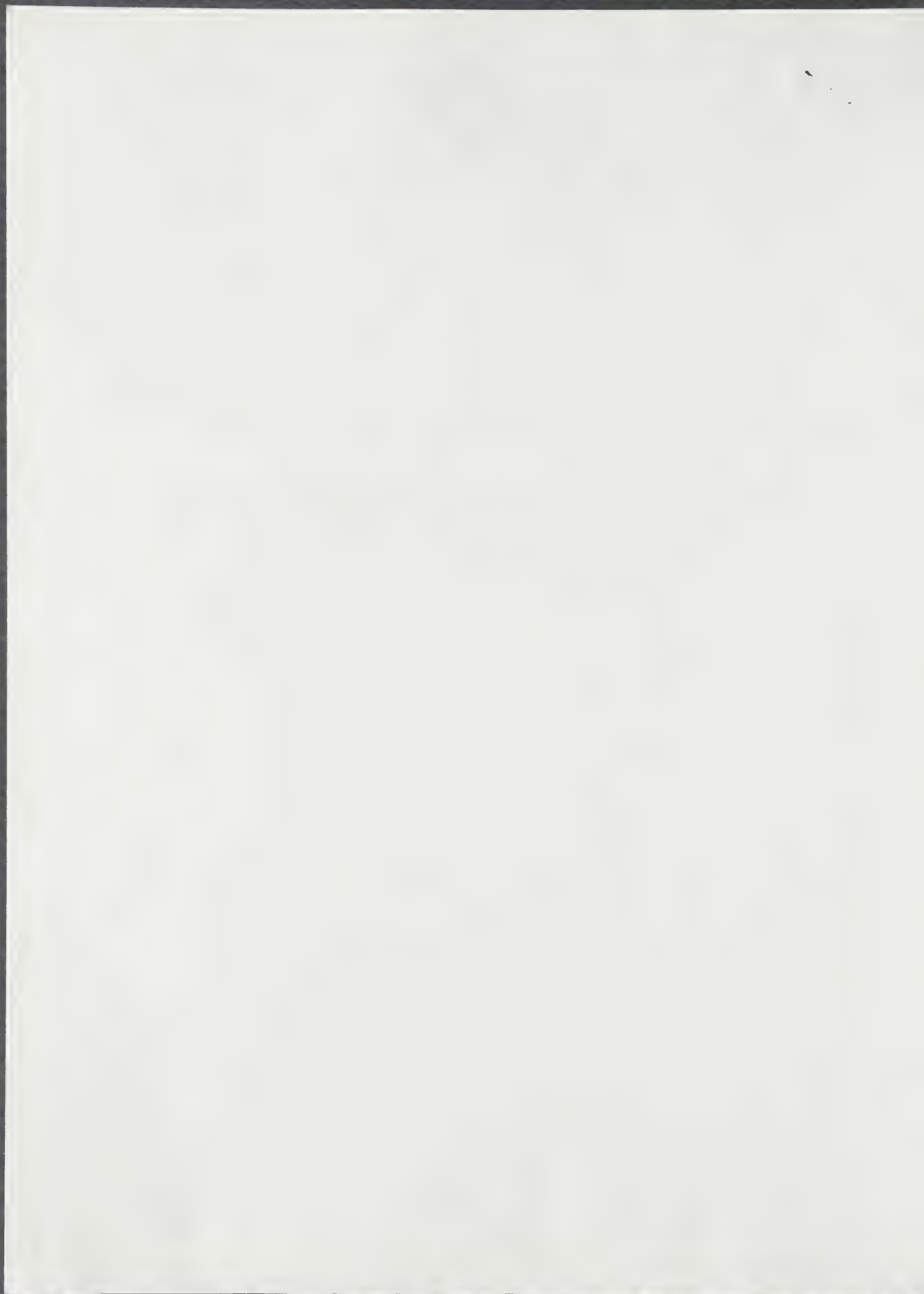
For patent and Swiss law reasons we need a reliable and qualified partner to manufacture the last steps and final product. The partner is a tool manufacturer and not involved in sales and marketing.

Today we work with Zealand Chemicals for our products. From the structure of this company this may be a partner for cheap low-cost products but not for dedicated high-tech products.

Please submit us our products for evaluation.

Thank you very much.

*[Handwritten signature]*





## ALFRED BADER FINE ARTS

DR. ALFRED BADER

ESTABLISHED 1961

August 9, 1994

Dr. Michael Baronian  
Managing Director  
Cilag AG  
Hochstrasse 201/209  
CH8201 Schaffhausen  
Switzerland

Dear Mike,

Thank you for your kind letter of July 29th.

It was no problem at all to chat with Jennifer, and we very much hope to be able to meet her personally before long. I will call her again before we leave for England and Spain this coming Sunday, the 14th. If she ever travels to the Middle West it would give us great pleasure if she could spend a weekend with us at home. That way, we would have a better chance to get to know her personally.

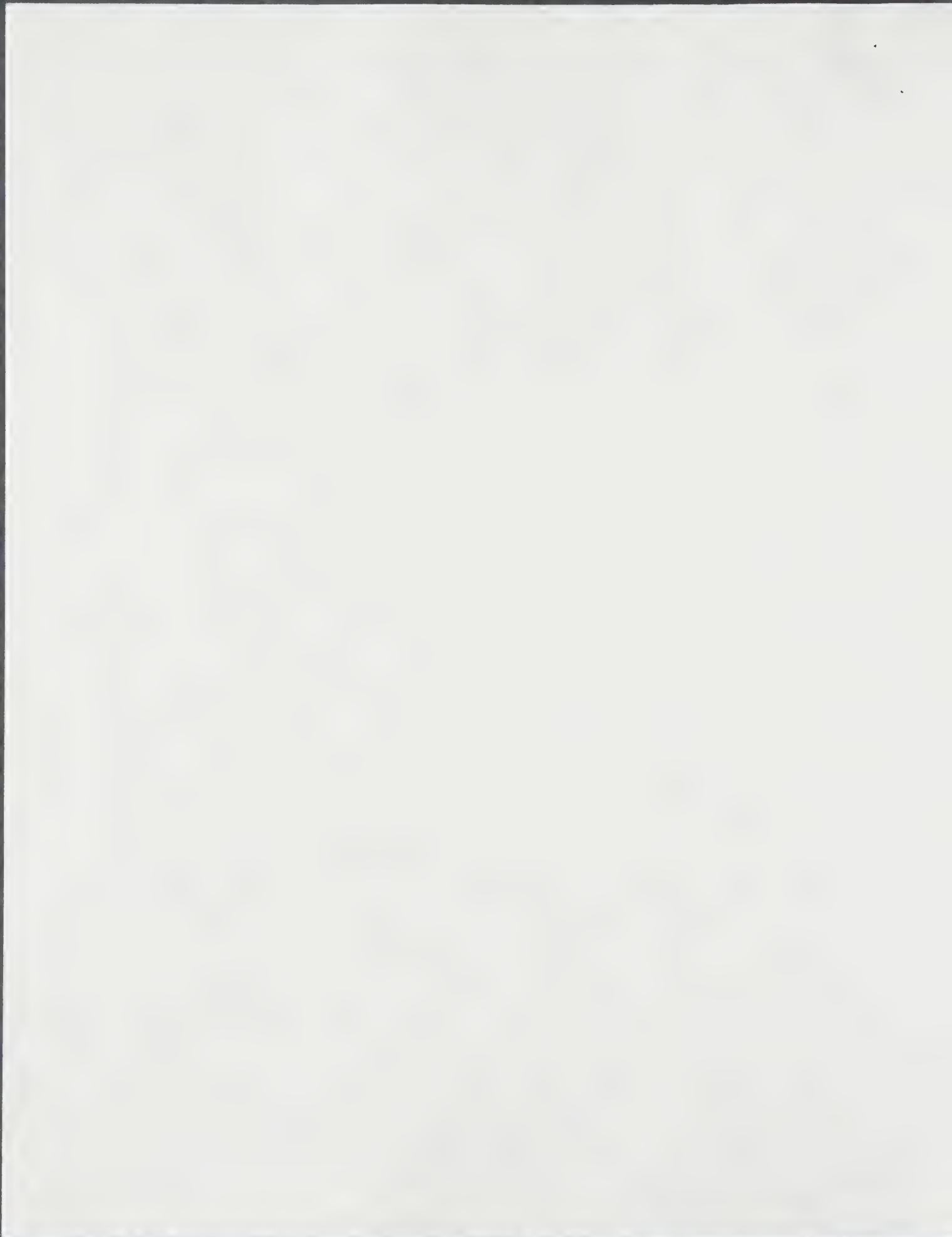
As you know from my correspondence, I had two very long talks with the key peptide chemists at Hoffmann-La Roche in Nutley, and as a result Roche will send you a secrecy agreement, and I hope that you can take it from there.

I have also contacted the President of a quite small company, Snythetec, which makes amino acid derivatives and small peptides. It may well be that they occasionally require larger quantities, and it might well be beneficial to you and them to talk to each other.

I am very anxious to talk to Henning Kaaber and Mr. Jensen who now runs Niels Clausen Kaas's company in Farum, Denmark. They may well have some products which need scaling up where collaboration with Cilag will be beneficial. Of course, there are other chemists I would like to talk to, but that has to await your fax telling me to go ahead on non-peptide business.

I much look forward to your presentation to management regarding your chemical business. I am just installing a fax at our home in Sussex and will send you that fax number from there next week.

*By Appointment Only*  
ASTOR HOTEL SUITE 622  
924 EAST JUNEAU AVENUE  
MILWAUKEE WISCONSIN USA 53202  
TEL 414 277-0730 FAX 414 277-0709





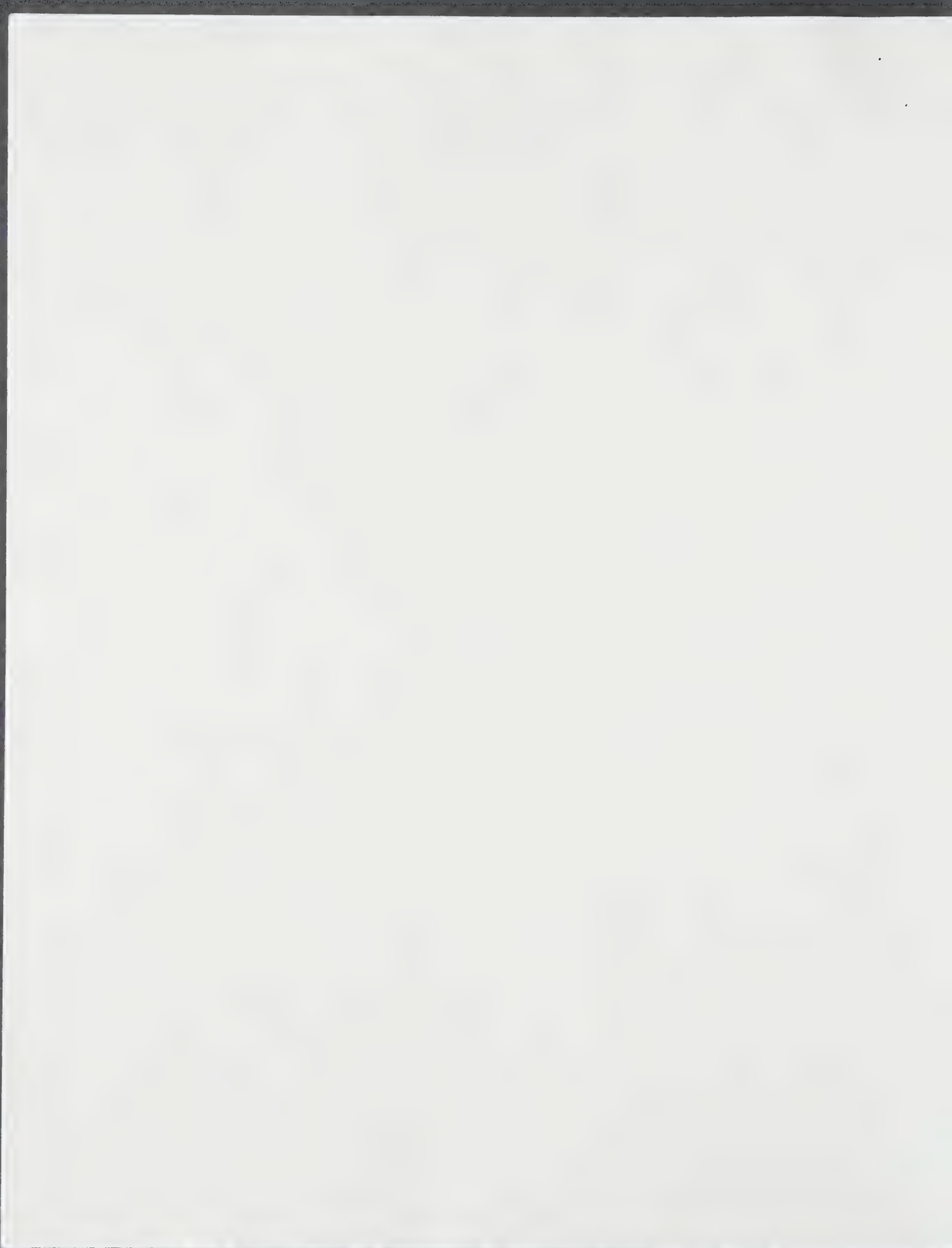
Dr. Michael Baronian  
Cilag AG  
August 9, 1994  
Page Two

I do think that John Whalley, in time, will be recognized as one of America's very able painters. In fact, there is a chapter dealing with his work in my autobiography which will be published next spring.

I much look forward to hearing from you soon.

Best regards, also from Isabel.

Sincerely,





**CILAG AG**  
Hochstrasse 201/209  
CH-8201 Schaffhausen

Telefon: 053-829111  
Telex: 896 033 cil ch  
Telefax: 053-829 444

**Direktion**

Dr. Alfred Bader  
Fine Arts  
Astor Hotel, Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
USA

Schaffhausen July 29, 1994  
MB/vk

Dear Alfred,

Enclosed is the cheque for the lovely paintings that I bought from you. I am convinced that over time they will appreciate quite nicely and also provide me with a lot of enjoyment.

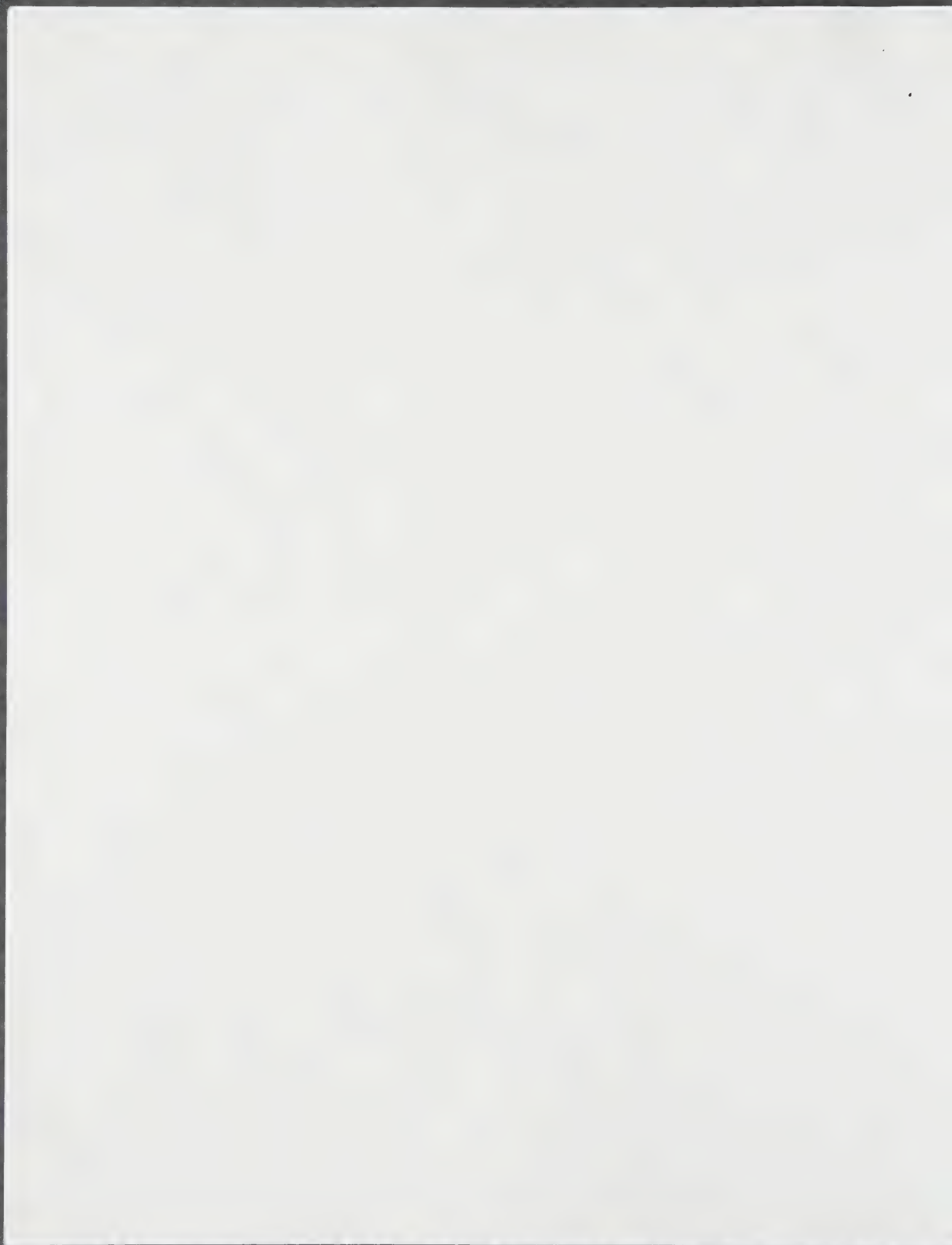
I very much enjoyed my visit. You are everything Bert has told me and more. The love between you and Isabel is the most beautiful I have ever seen, and I wish more people can see what a relationship should be.

I am sorry to have saddled you with my daughter's University issue, but I didn't know where else to turn. It is hard for me to ask for help but for my daughter, I will do anything.

I spoke to Jennifer and told her about the Castle and the school curriculum, and she became very excited. If McGill does not work out, maybe she can look into Queen's programme next year.

We agreed in our meeting that you should go ahead and contact potential customers for our peptide business, and wait until we have clearance for the rest. We also agreed that I will send you the presentation that I will make to our management regarding the chemical business, either late August or early September. Hopefully we can meet face to face again to discuss this very important subject.

Again Alfred, many thanks for the hospitality and I look forward to seeing you soon.

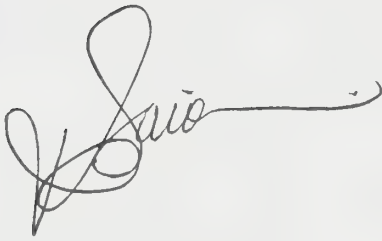




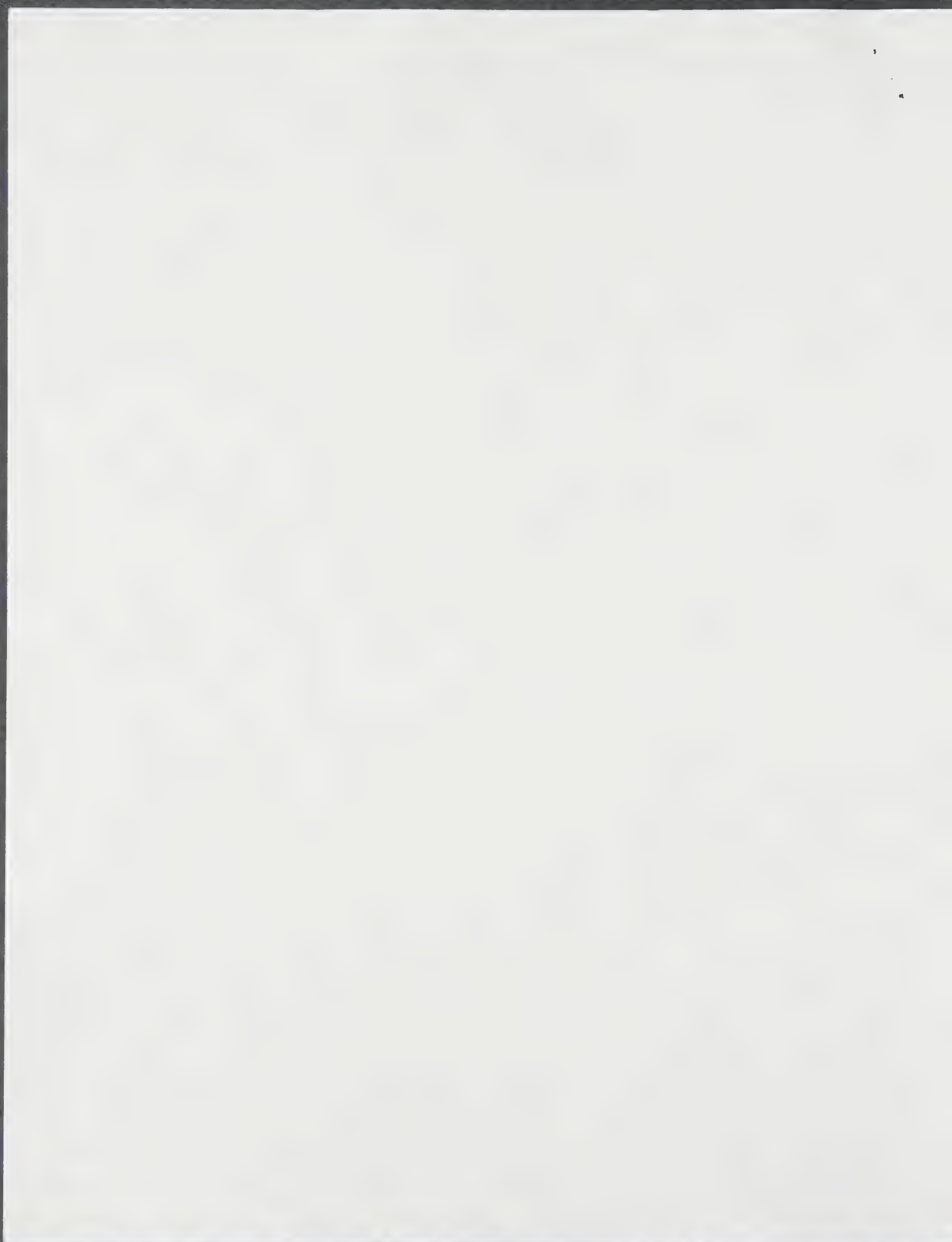
. 2 .

My best regards to Isabel, and the packing job she did was superb. By the way, the Swiss customs was not a problem at all.

Best regards,

A handwritten signature in black ink, appearing to read 'Mike Baronian', with a long horizontal flourish extending to the right.

Mike Baronian





## ALFRED BADER FINE ARTS

DR. ALFRED BADER

ESTABLISHED 1961

August 9, 1994

Dr. Michael Baronian  
Managing Director  
Cilag AG  
Hochstrasse 201/209  
CH8201 Schaffhausen  
Switzerland

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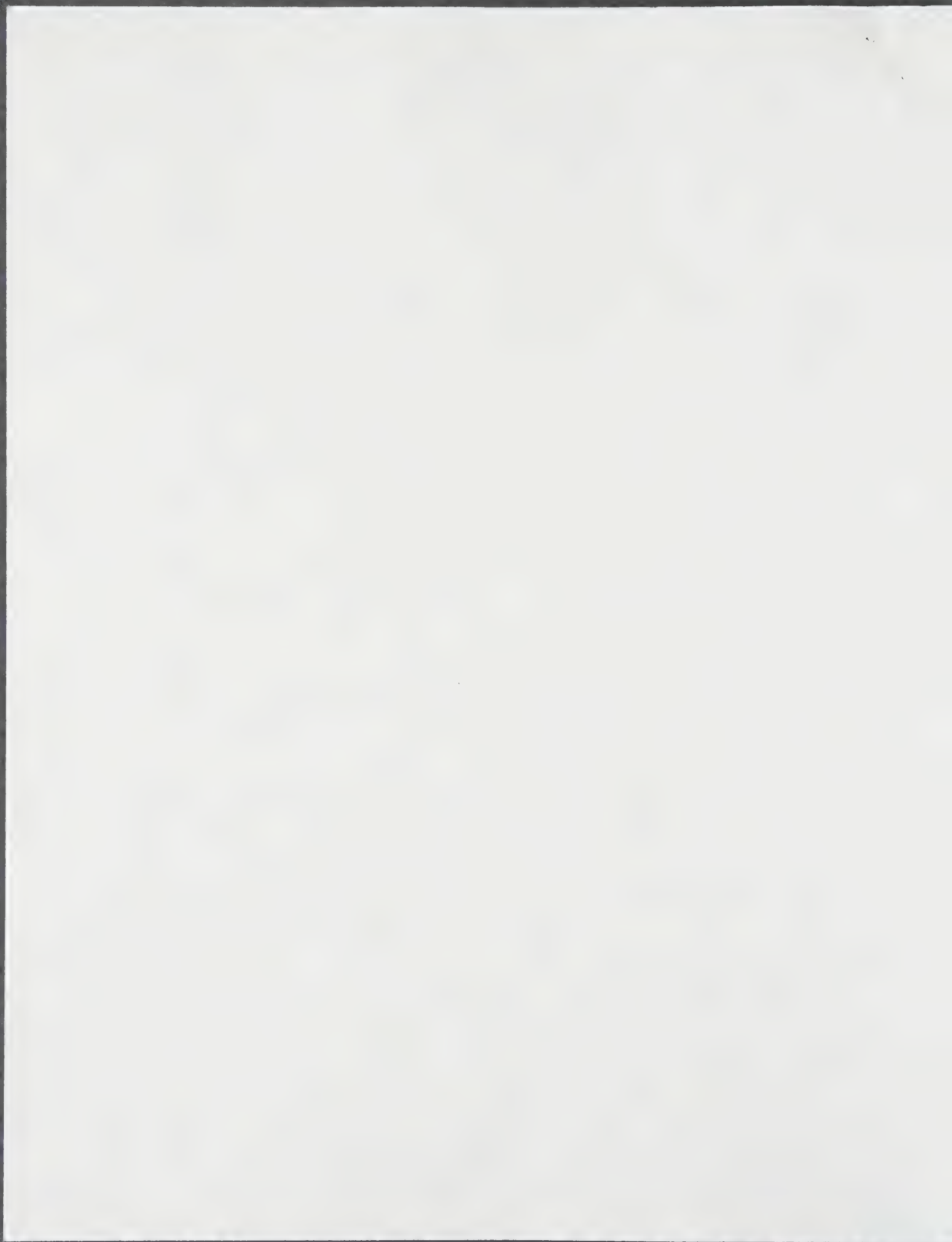
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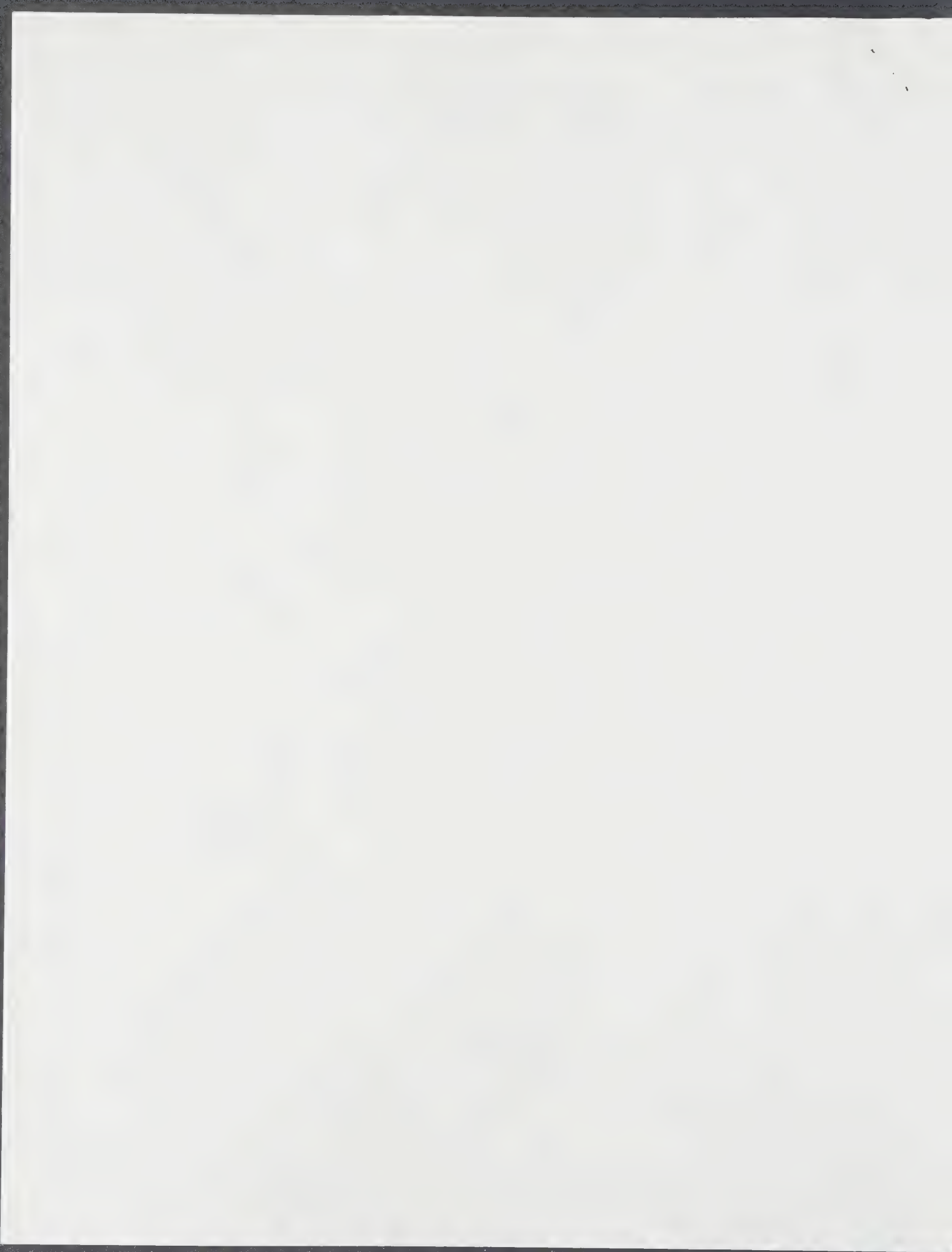
Dr. Michael Baronian  
Cilag AG  
August 9, 1994  
Page Two

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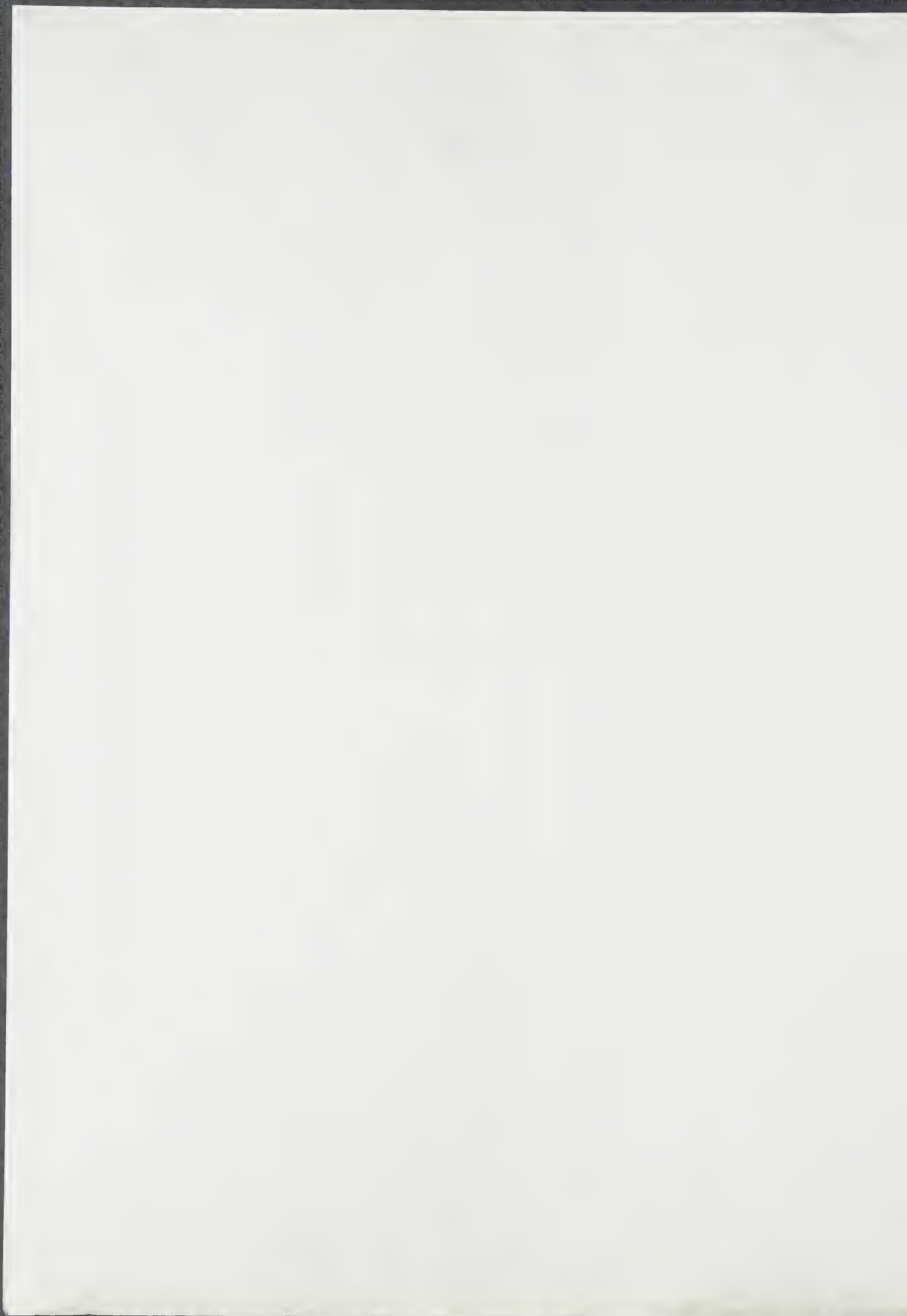
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Sincerely,

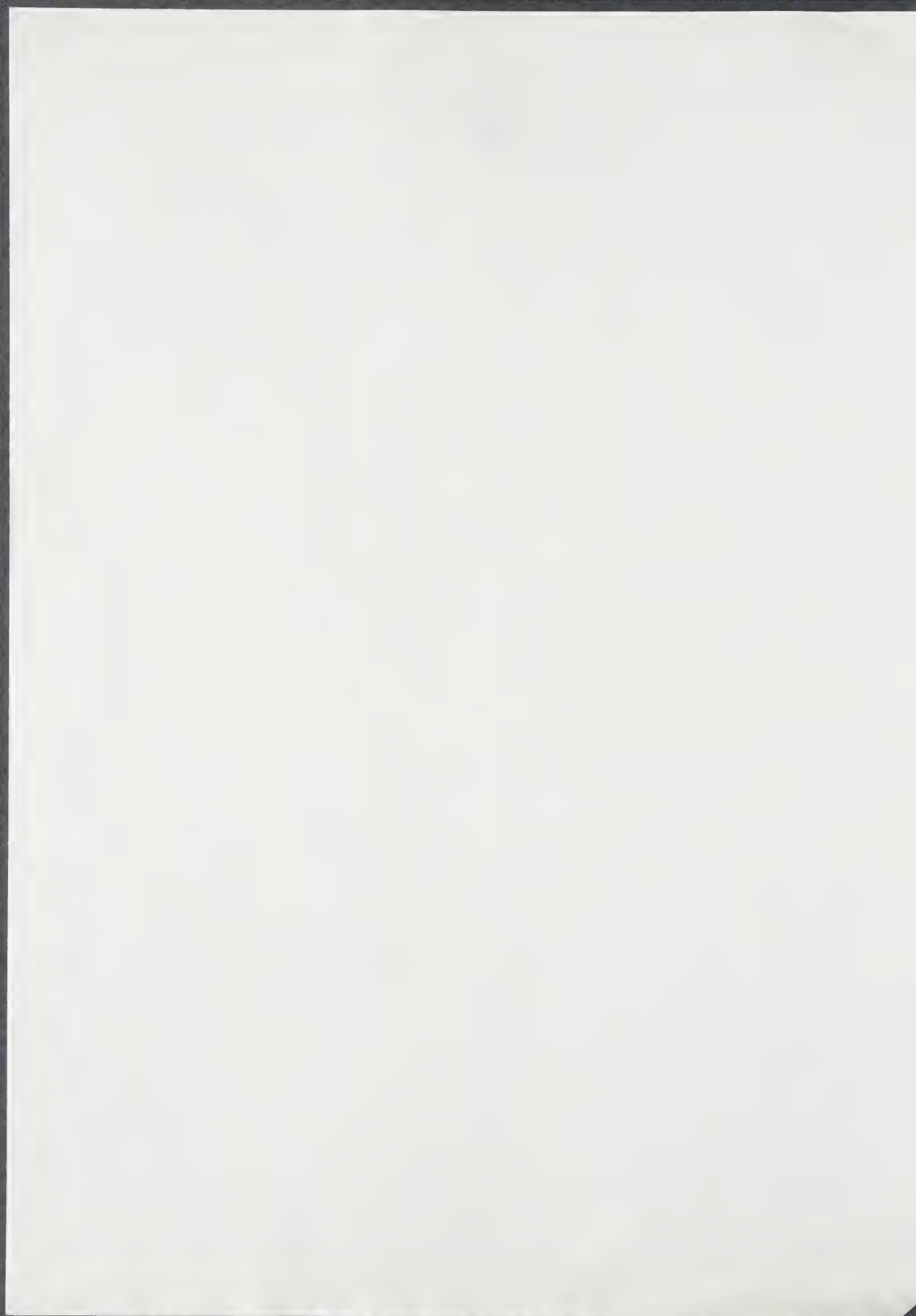














**CILAG AG**  
Hochstrasse 201/209  
CH-8201 Schaffhausen  
  
Telefon: 053-829111  
Telex: 896033 cil ch  
Telefax: 053-829444

**Direktion**

Dr. Alfred Bader  
Fine Arts  
Astor Hotel, Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
USA

Schaffhausen July 29, 1994  
MB/vk

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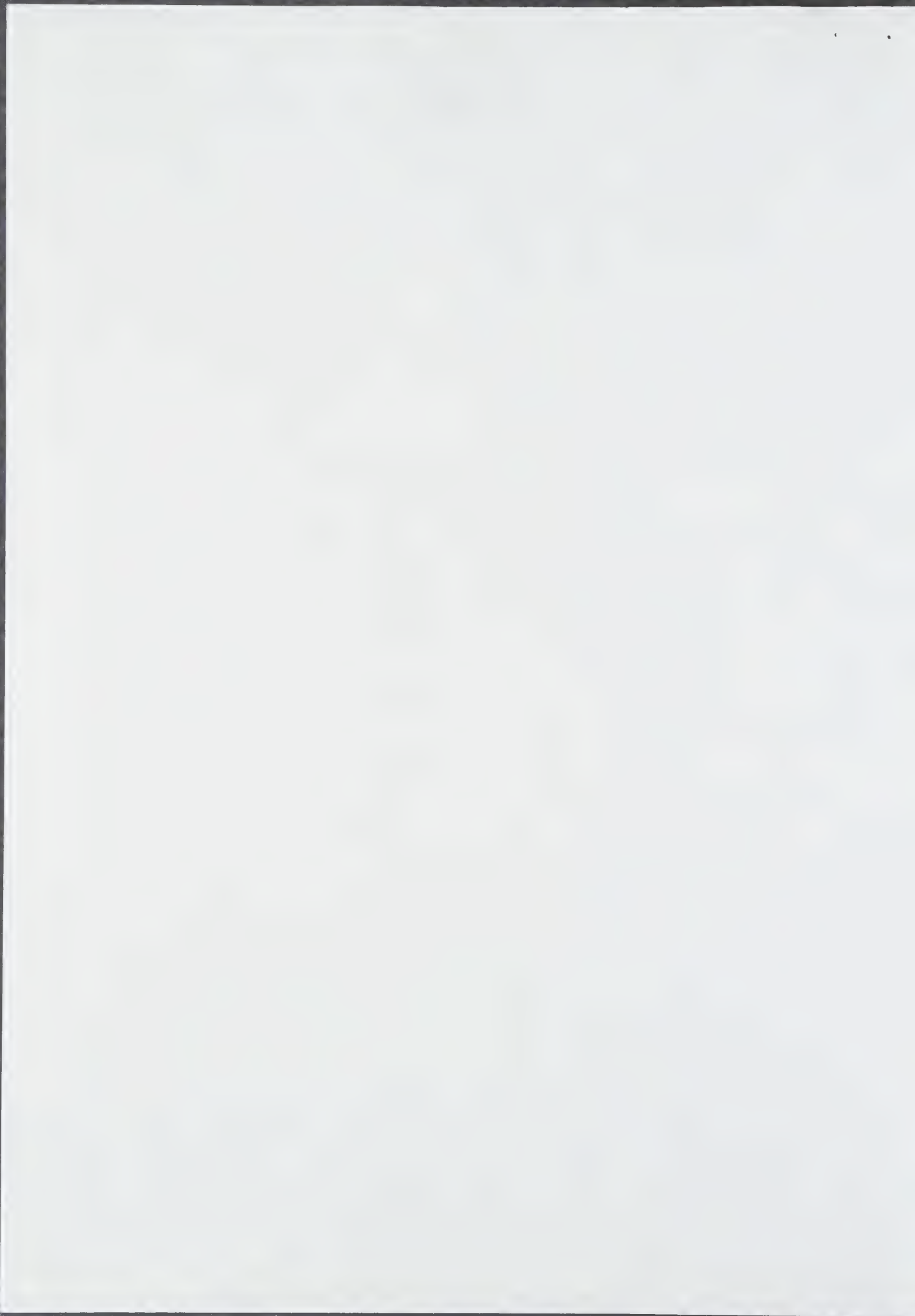
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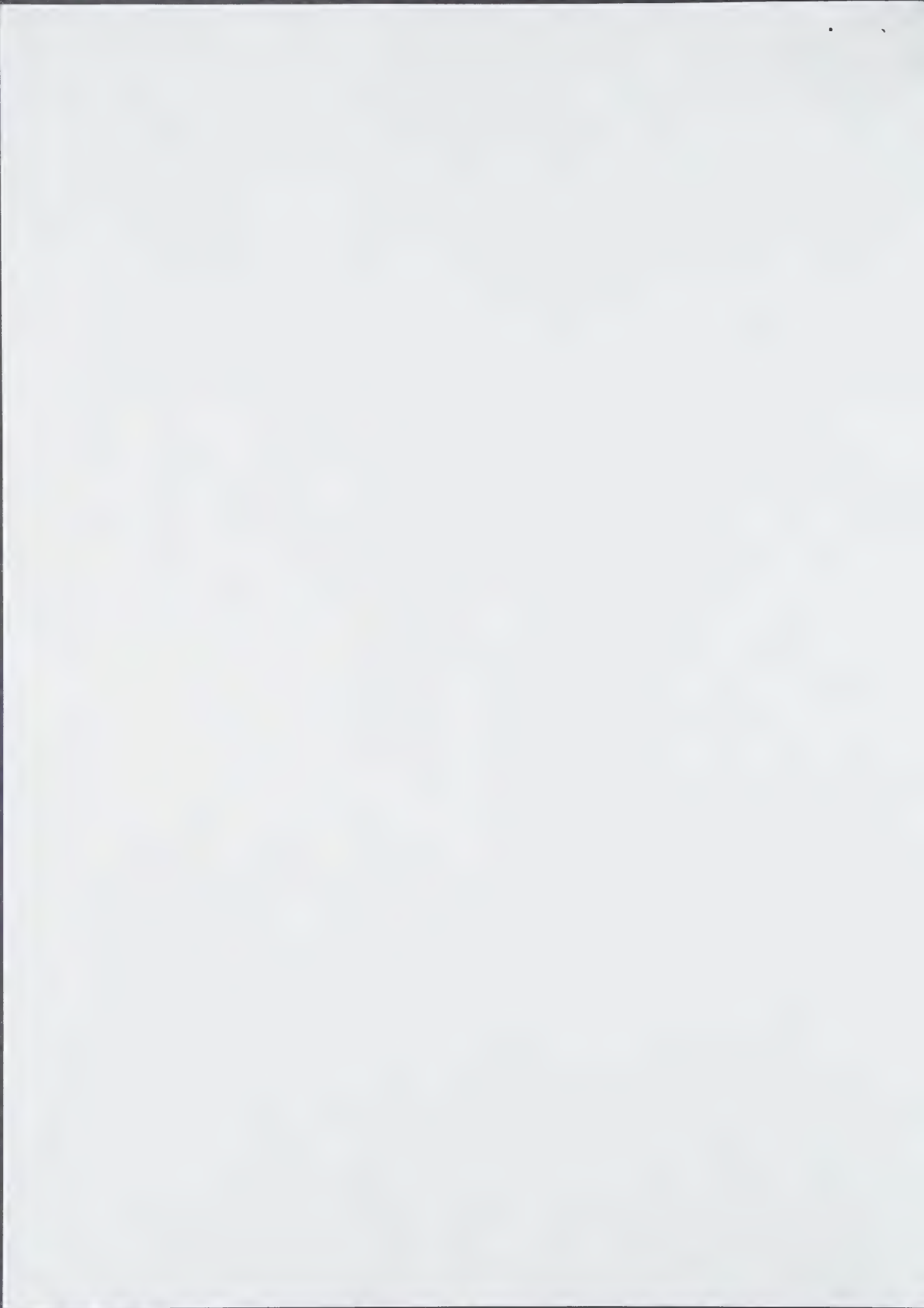
. 2 .

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Best regards,

A handwritten signature in cursive script, appearing to read 'Mike Baronian', with a long horizontal flourish extending to the right.

Mike Baronian



Dr. Alfred Bader  
2961 North Shepard Avenue  
Milwaukee, Wisconsin 53211

July 28, 1994

Dr. Michael Baronian  
Managing Director  
Cilag AG  
Hochstrasse 201  
CH8201 Schaffhausen  
Switzerland

Dear Mike:

It was such a pleasure to spend a day with you in Milwaukee.

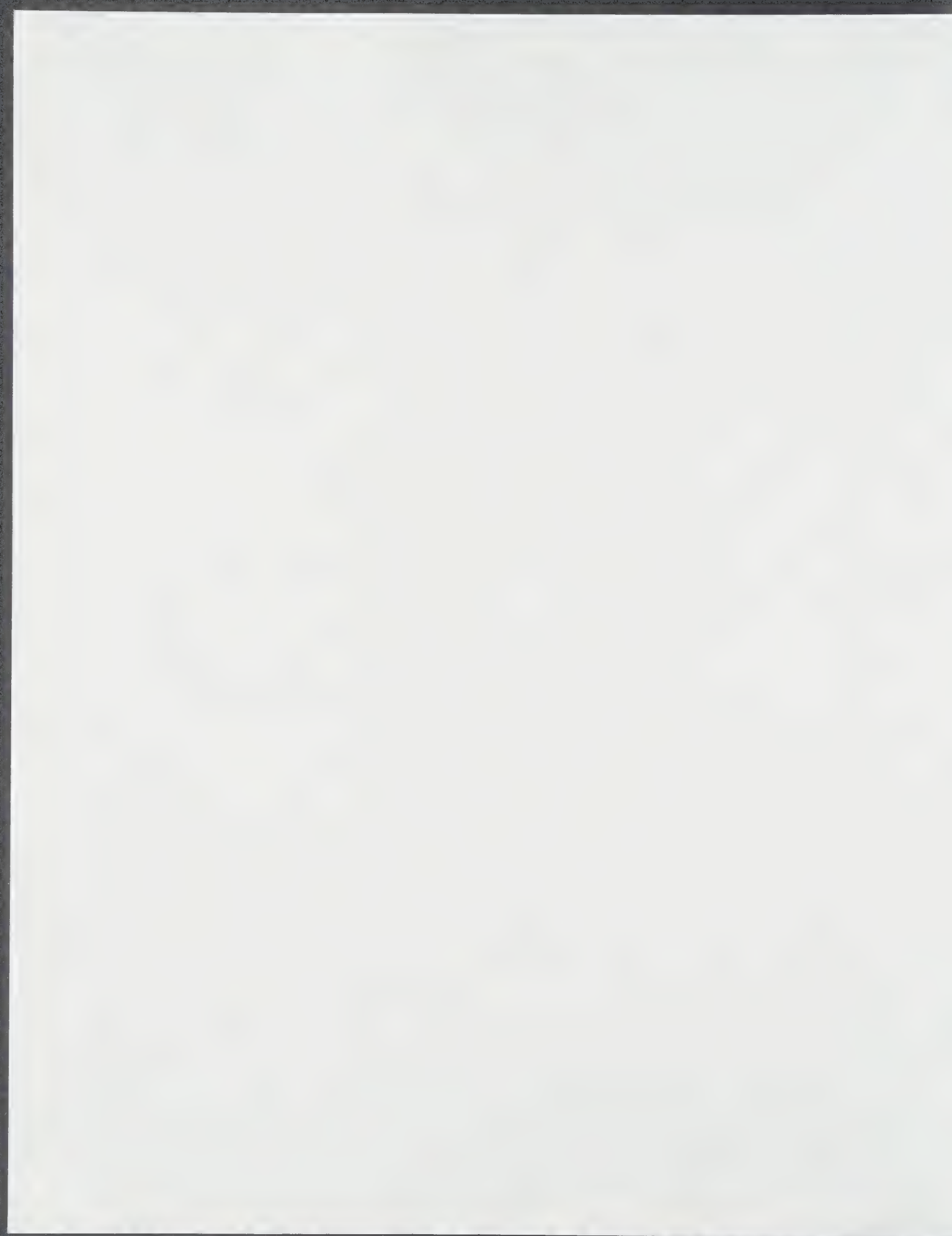
I tried to telephone your daughter last night, could not reach her, and will try again today.

The enclosed copy of my fax to Dr. Arthur Felix will be self-explanatory. He is one of the key researchers at Roche, and he seemed very happy about my call. He told me that, in fact, Roche is looking for outside producers of peptides.

All good wishes.

Sincerely,

Enclosure





FAX FROM

DR. ALFRED R. BADER  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone 414-277-0730  
Fax No. 414-277-0709

July 21, 1994

To: Ms. Vroni Keller  
Cilag AG

011 41 53 829 567

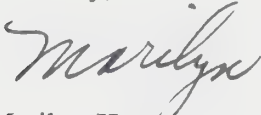
Dear Ms. Keller,

Thank you for your fax of today.

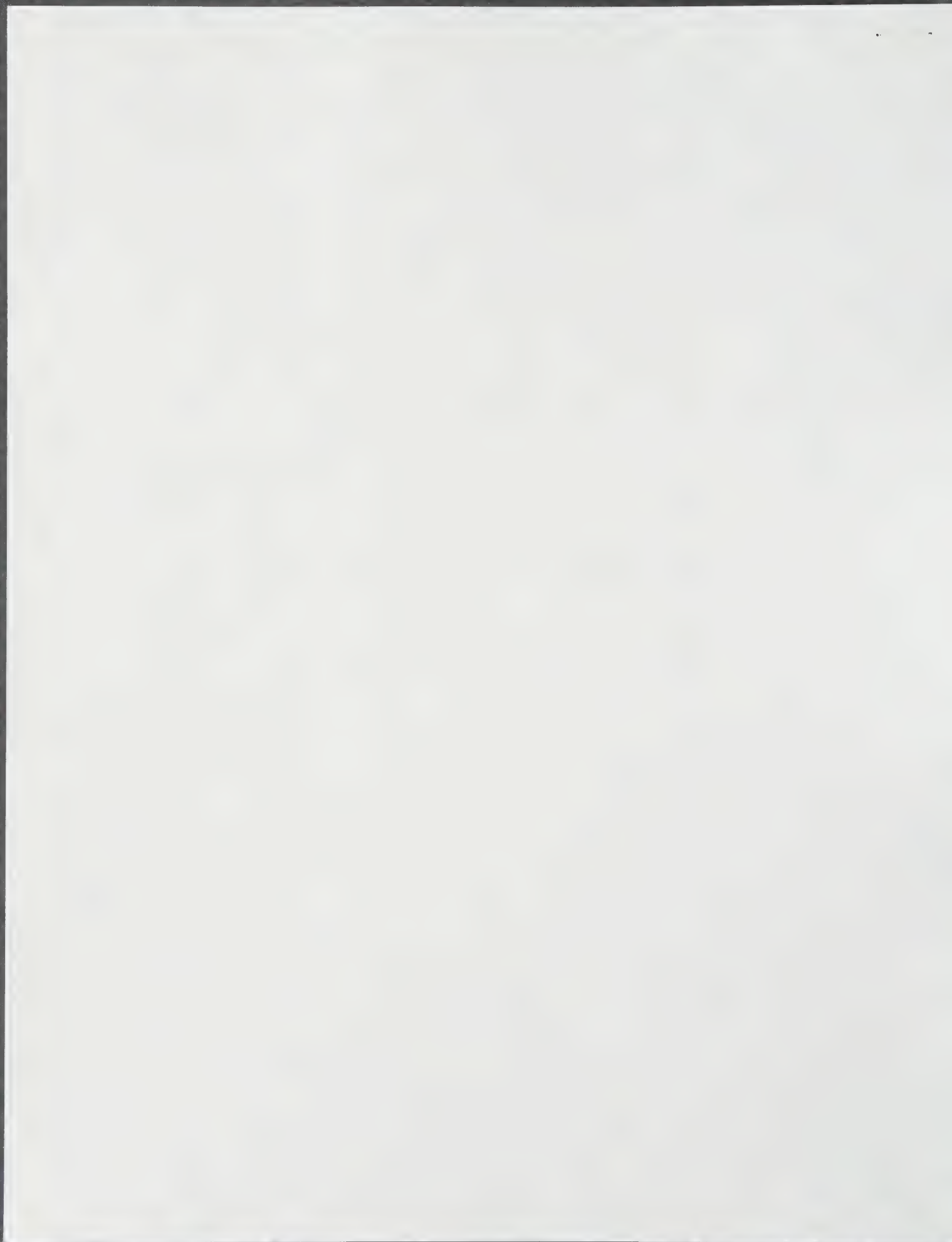
Dr. Bader will meet Mr. Baronian at the airport on Tuesday afternoon, July 26. We note that Midwest Express Flight 271 arrives at 4:45 p.m. Mr. Baronian, do try the chocolate chip cookies!

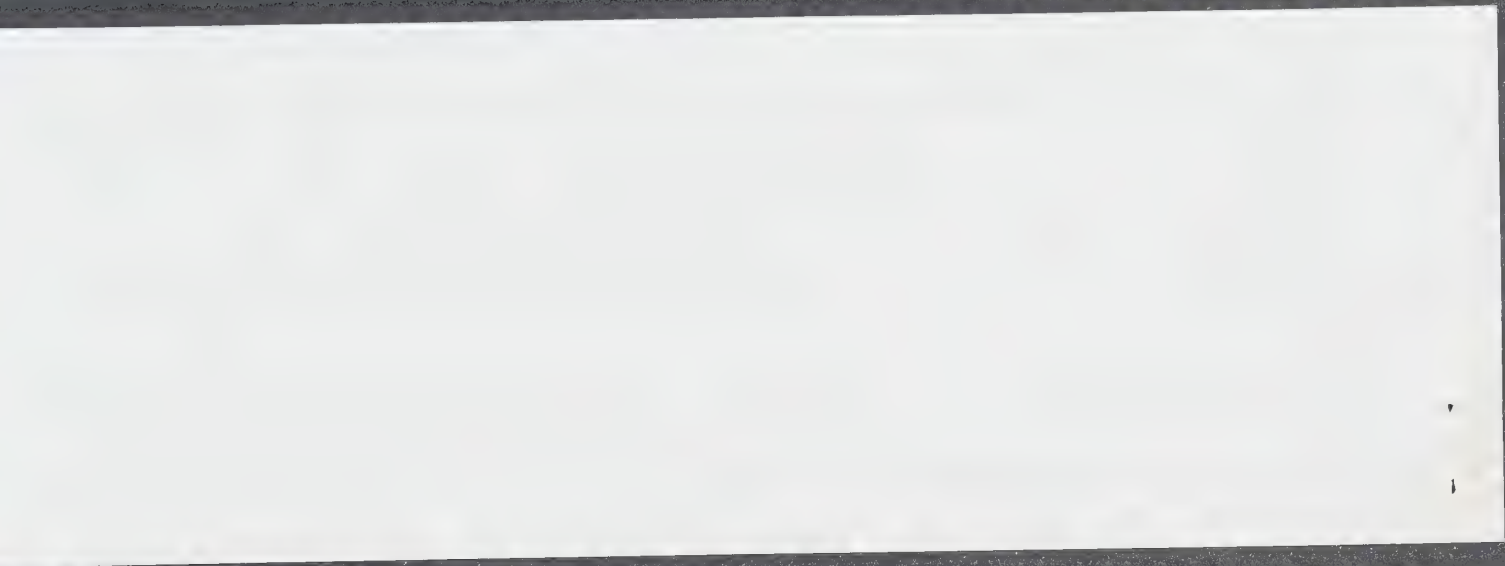
We look forward to greeting Mr. Baronian, and if you need anything further please let us know.

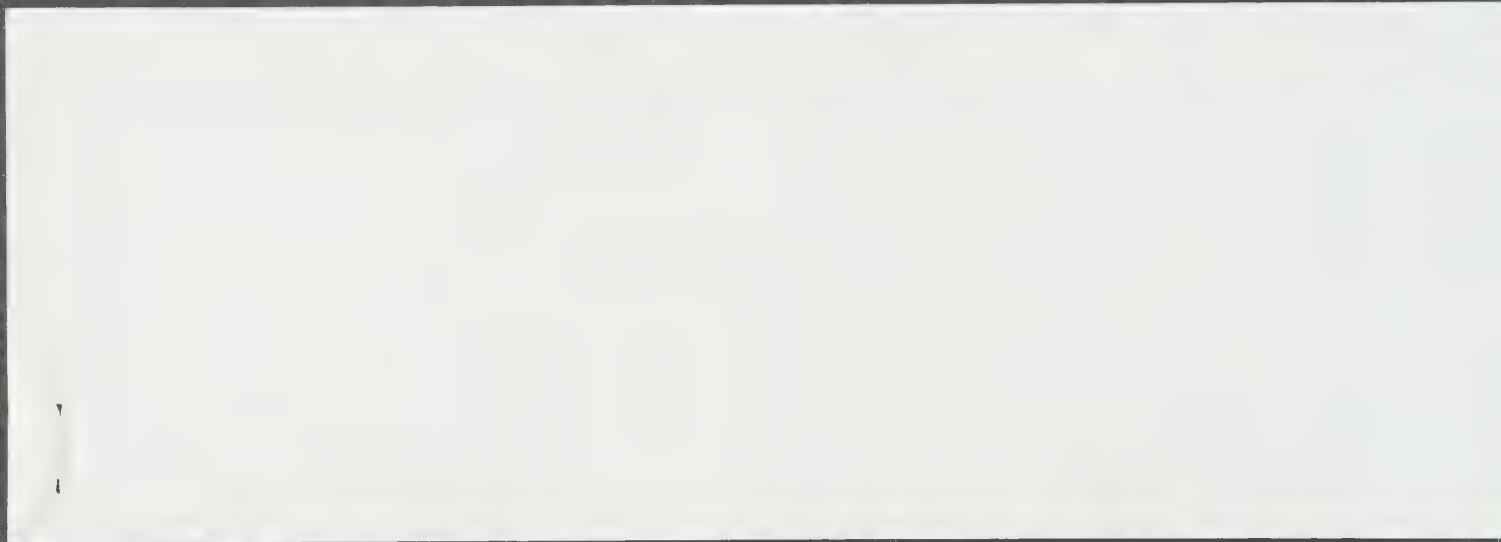
Cordially,



Marilyn Hassmann





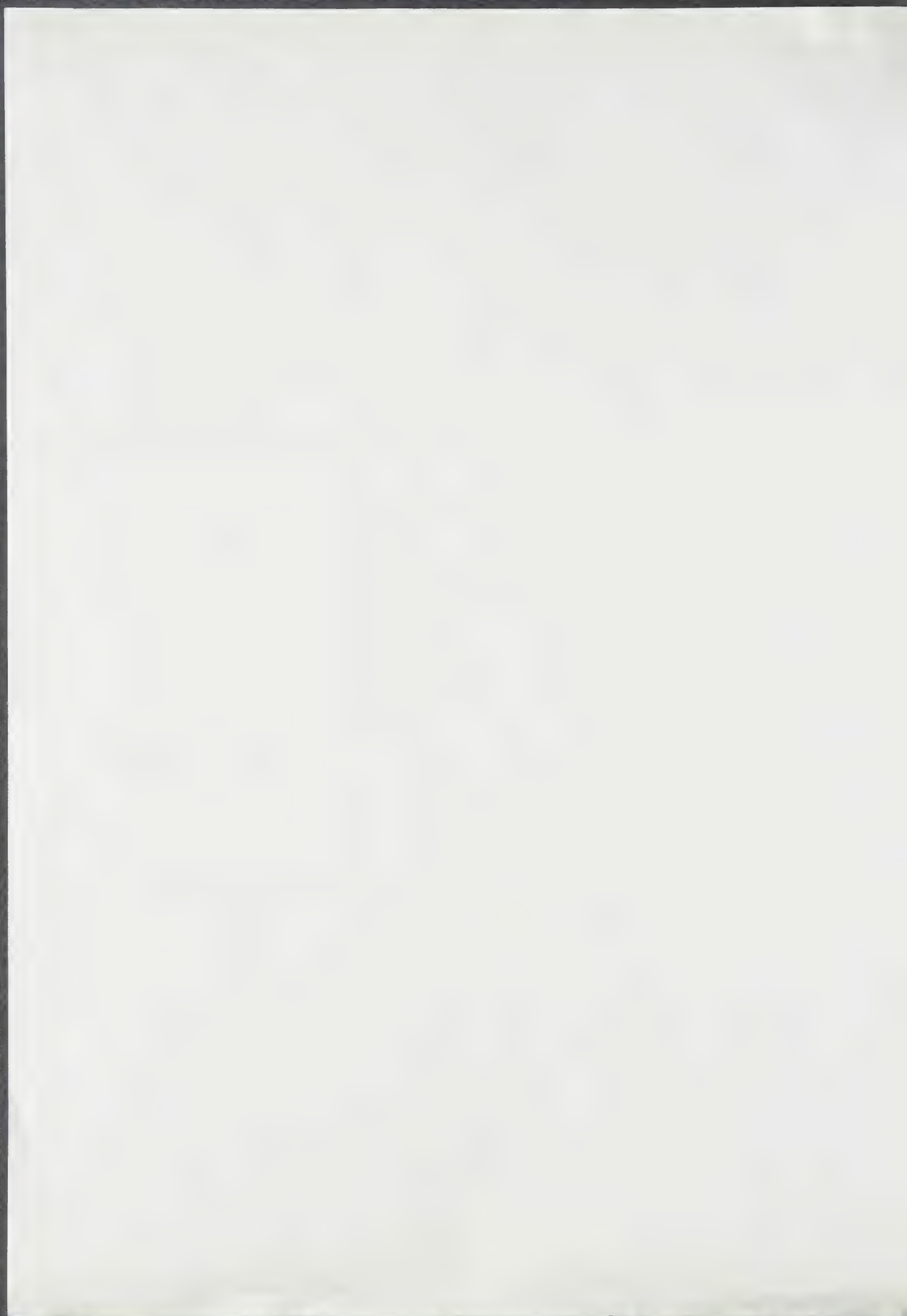


DILAG AG

70000000

70000000 - 3 - to Club

at 5:35pm 65  
747 4646



FAX FROM

DR. ALFRED R. BADER  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone 414-277-0730  
Fax No. 414-277-0709

July 19, 1994

To: Ms. Vroni Keller

Dear Ms. Keller:

Sorry I couldn't get back to you sooner, but I had an appointment with the dentist this morning and I have just arrived.

The drive from O'Hare to Milwaukee is between 1-1/2--2 hours, depending upon traffic.

I will make the reservation here at the Astor Hotel and guarantee it for late arrival on July 26.

Below are directions for reaching the gallery coming from the direction of Chicago on I-94.

Please let me know if there is anything further I can do for you or Mr. Baronian.

Cordially,



Marilyn Hassmann

I-94 to the Bader Gallery

Coming from Chicago, take I-94 north.

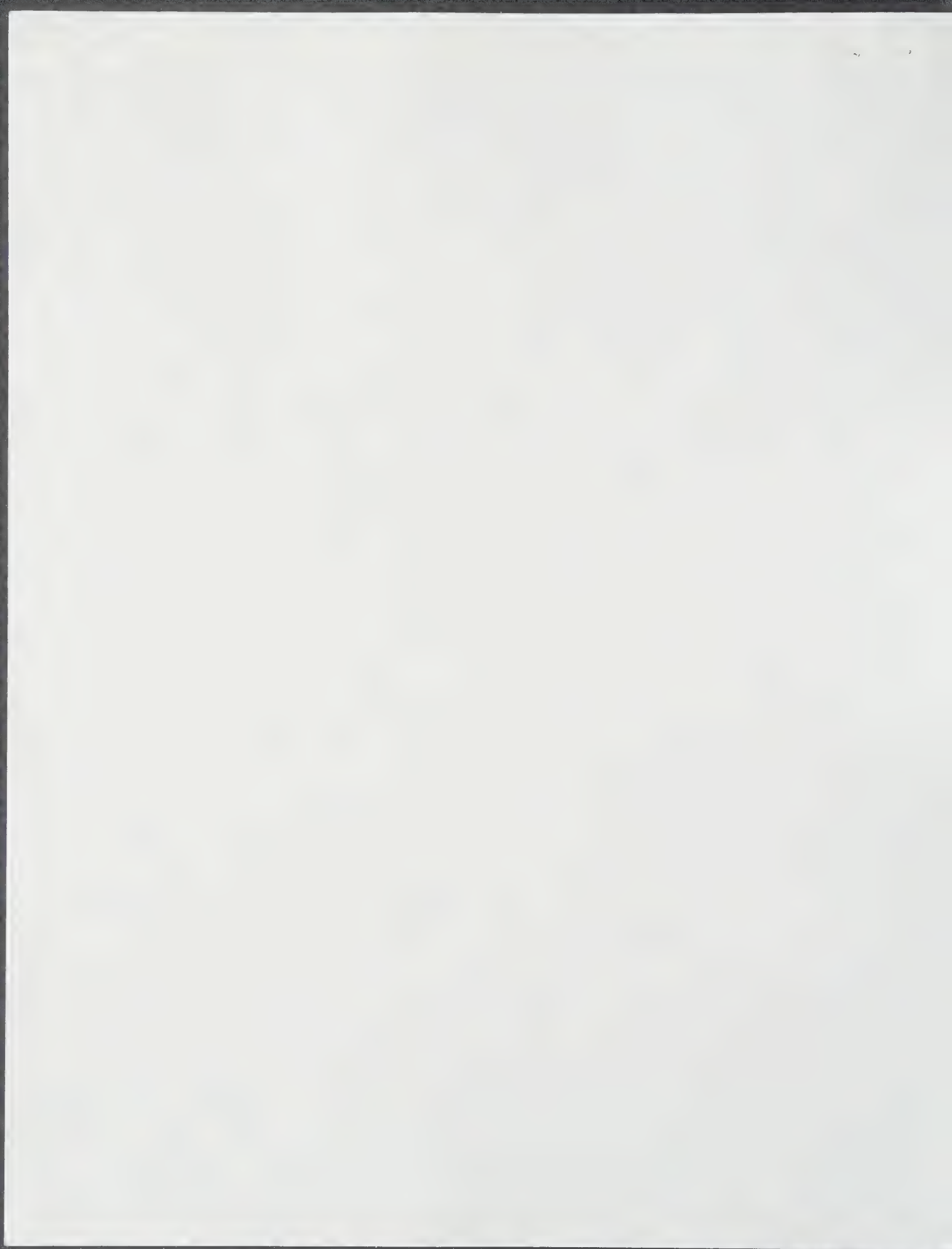
When you come close to downtown, take the exit marked East 794. (The exit before is National Avenue; do not take National.)

On 794, go east close to Lake Michigan and take the exit marked Jackson & Van Buren.

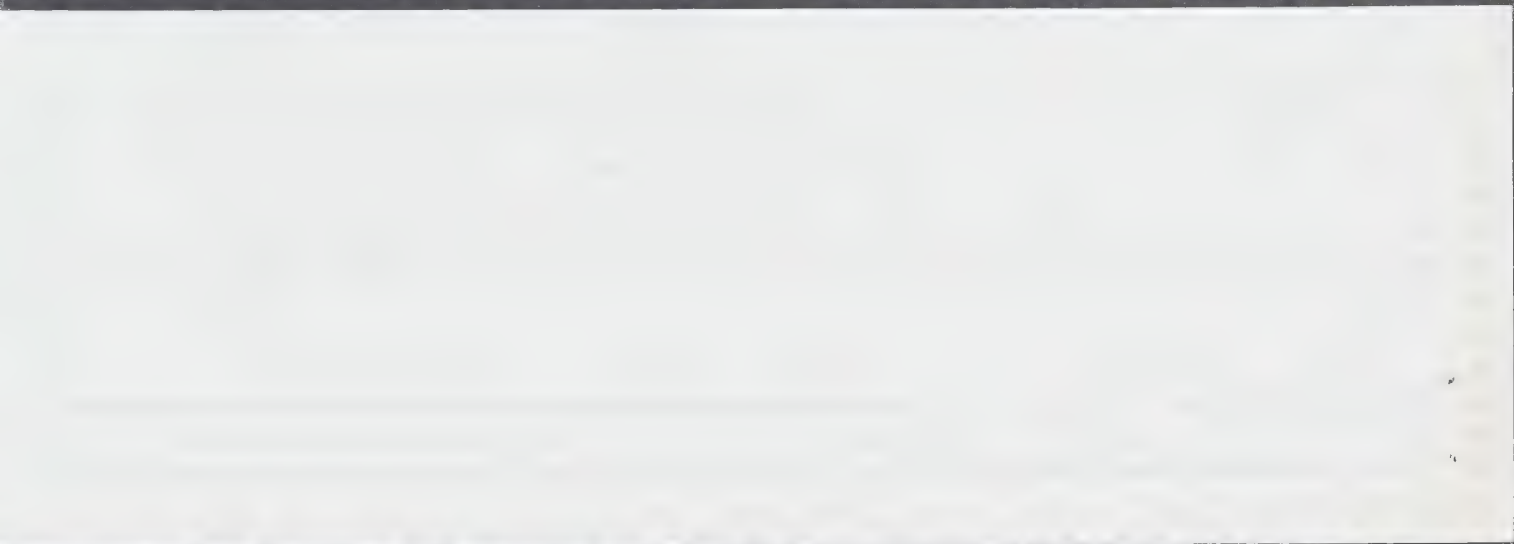
Take Van Buren north (approximately 8 blocks) to Juneau Avenue.

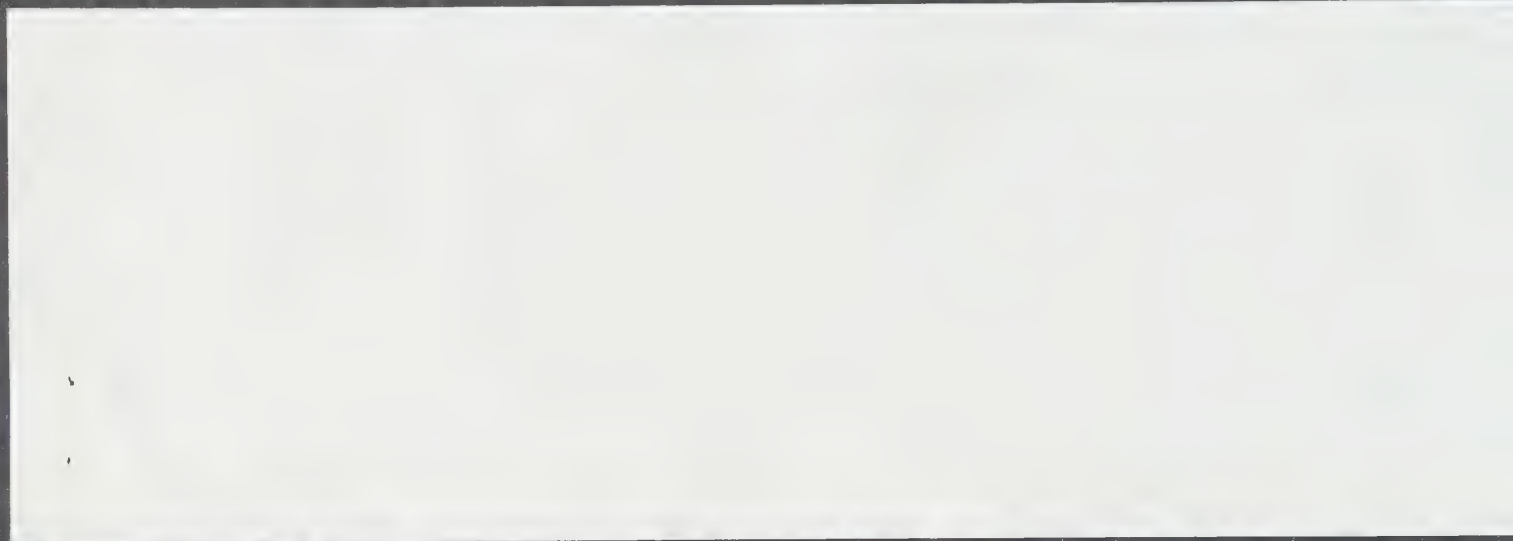
There, turn right for three (3) blocks to the Astor Hotel at 924 East Juneau Avenue.

The parking lot for the hotel is north of the hotel.





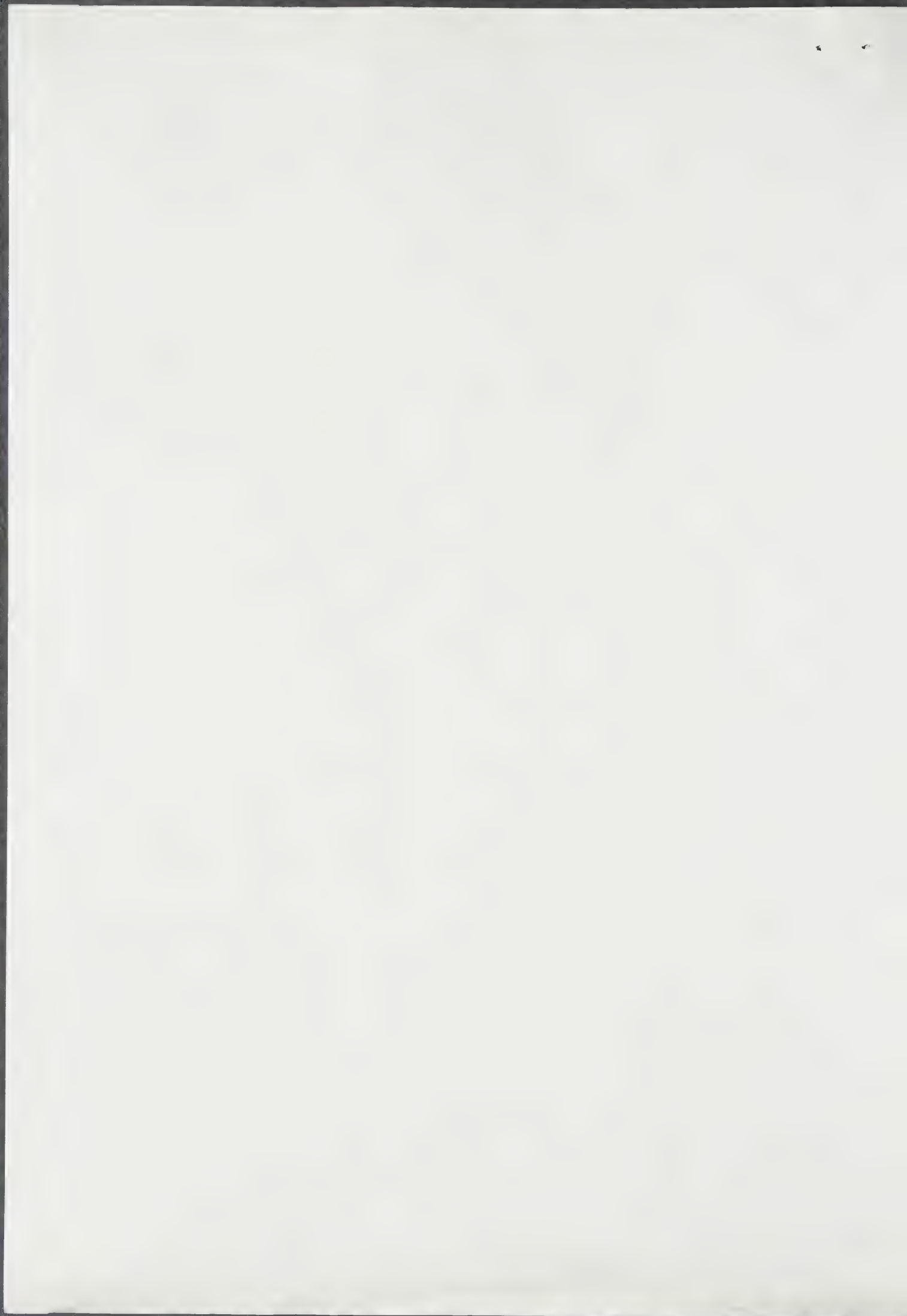




ILAG AG

TFI COPY

[Faint, illegible text and lines, possibly a list or table of contents]



FAX FROM

DR. ALFRED R. BADER  
Suite 622  
924 East Juneau Avenue  
Milwaukee, Wisconsin 53202  
Telephone 414-277-0730  
Fax No. 414-277-0709

July 18, 1994

To: Mr. Mike Baronian  
Cilag AG

011 41 53 829 567

Dear Mr. Baronian:

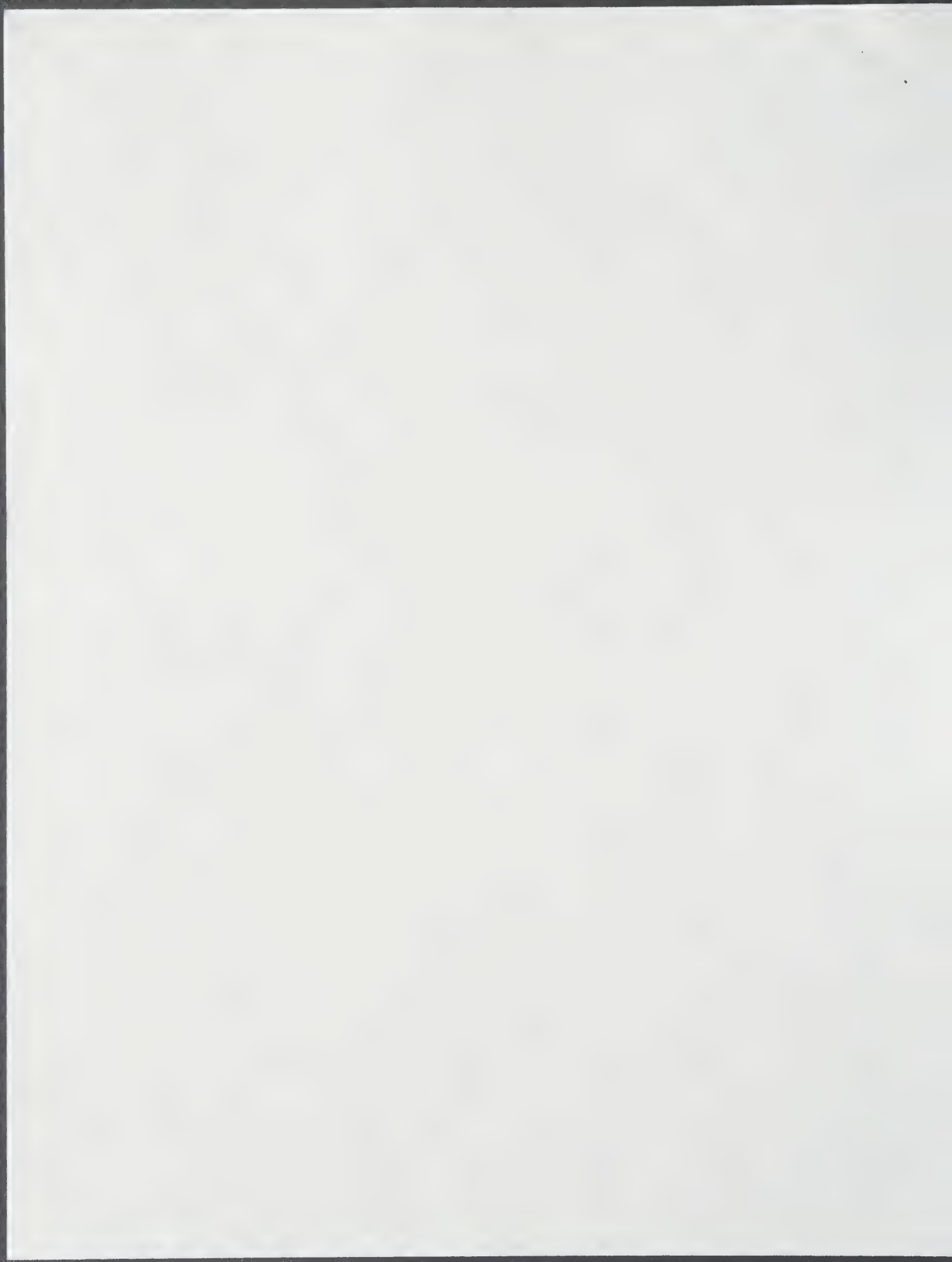
Dr. Bader is travelling through Canada this week, but when I spoke to him this afternoon we discussed your fax of even date.

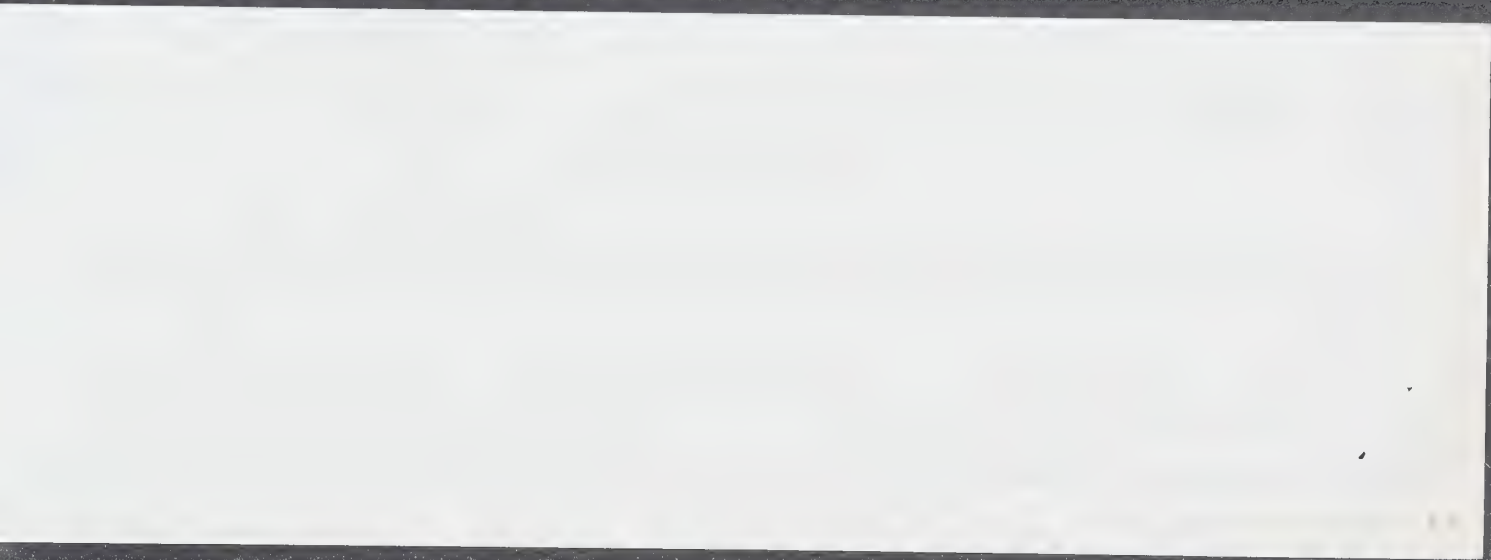
He will be happy to see you on July 27th. Please fax flight arrival and departure times? If you need a hotel room for that evening, please let me know and I will make a reservation for your here at the Astor Hotel.

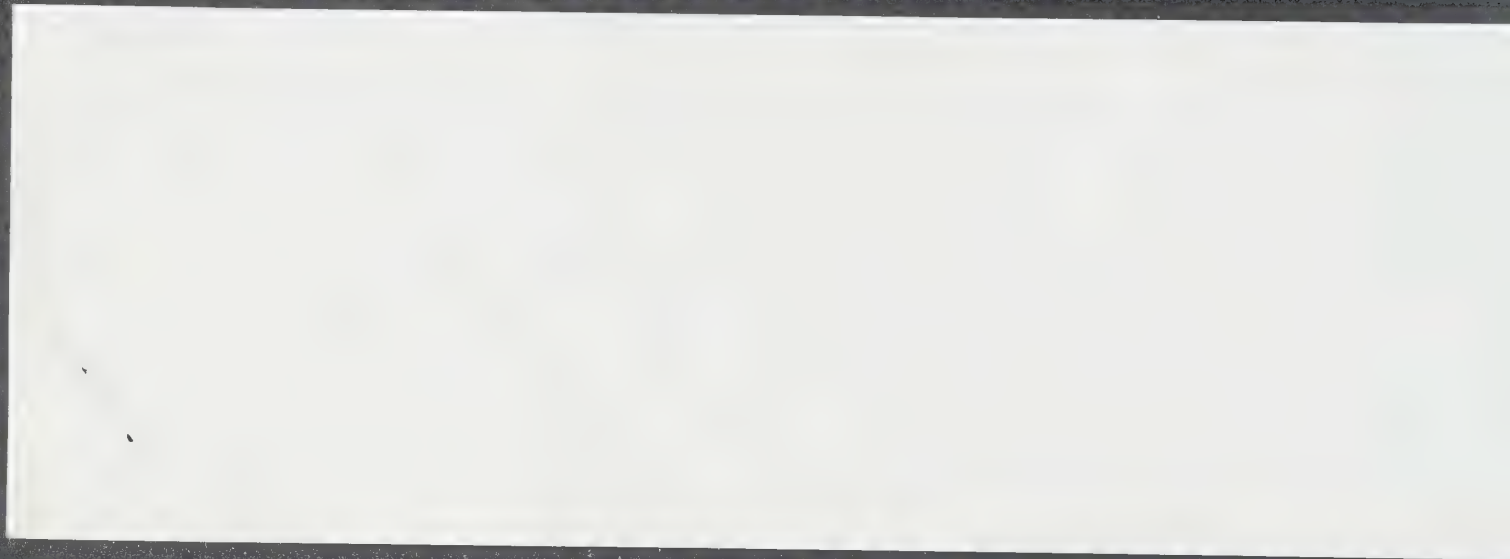
Cordially,



Marilyn Hassmann





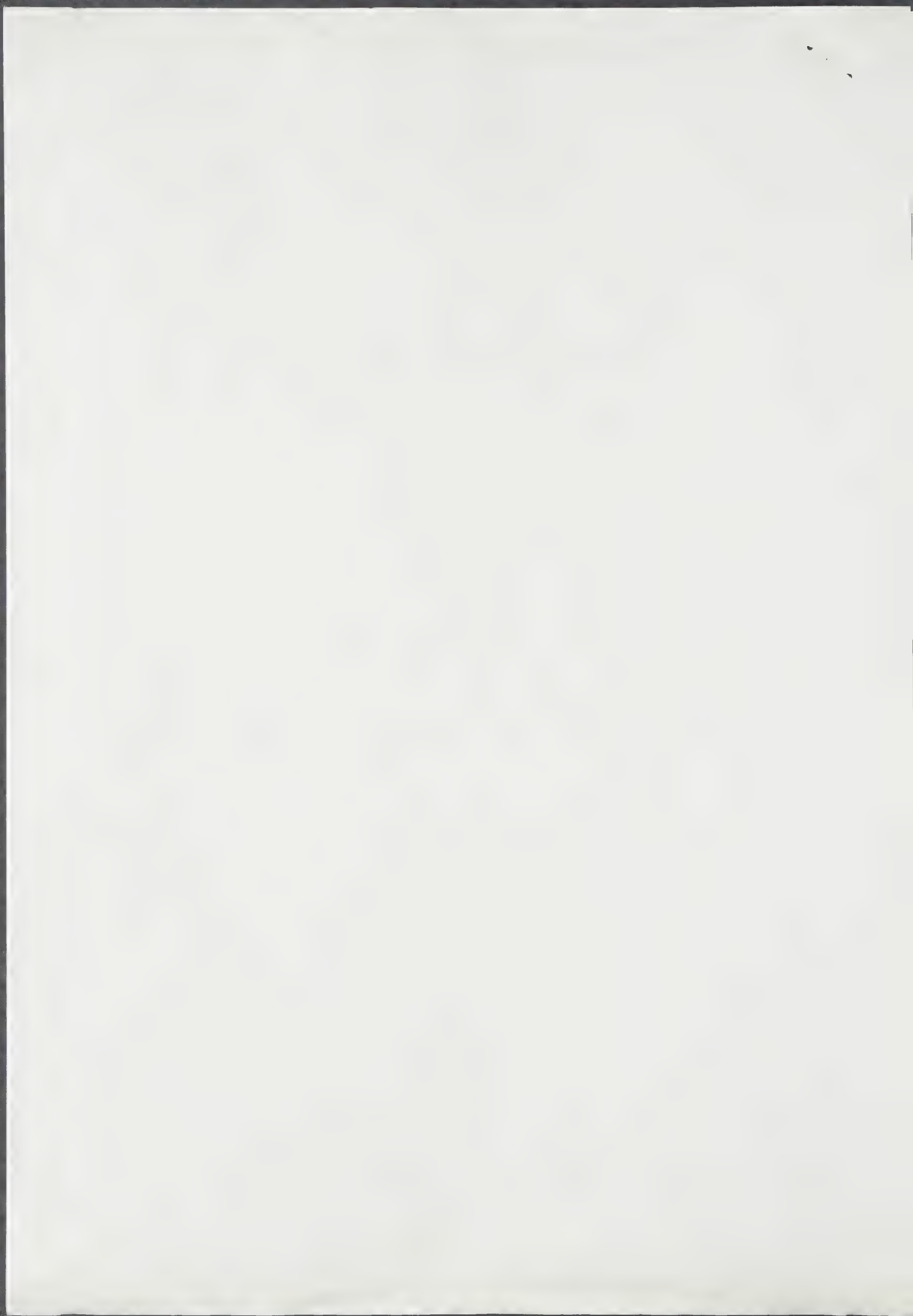




CILAG AG

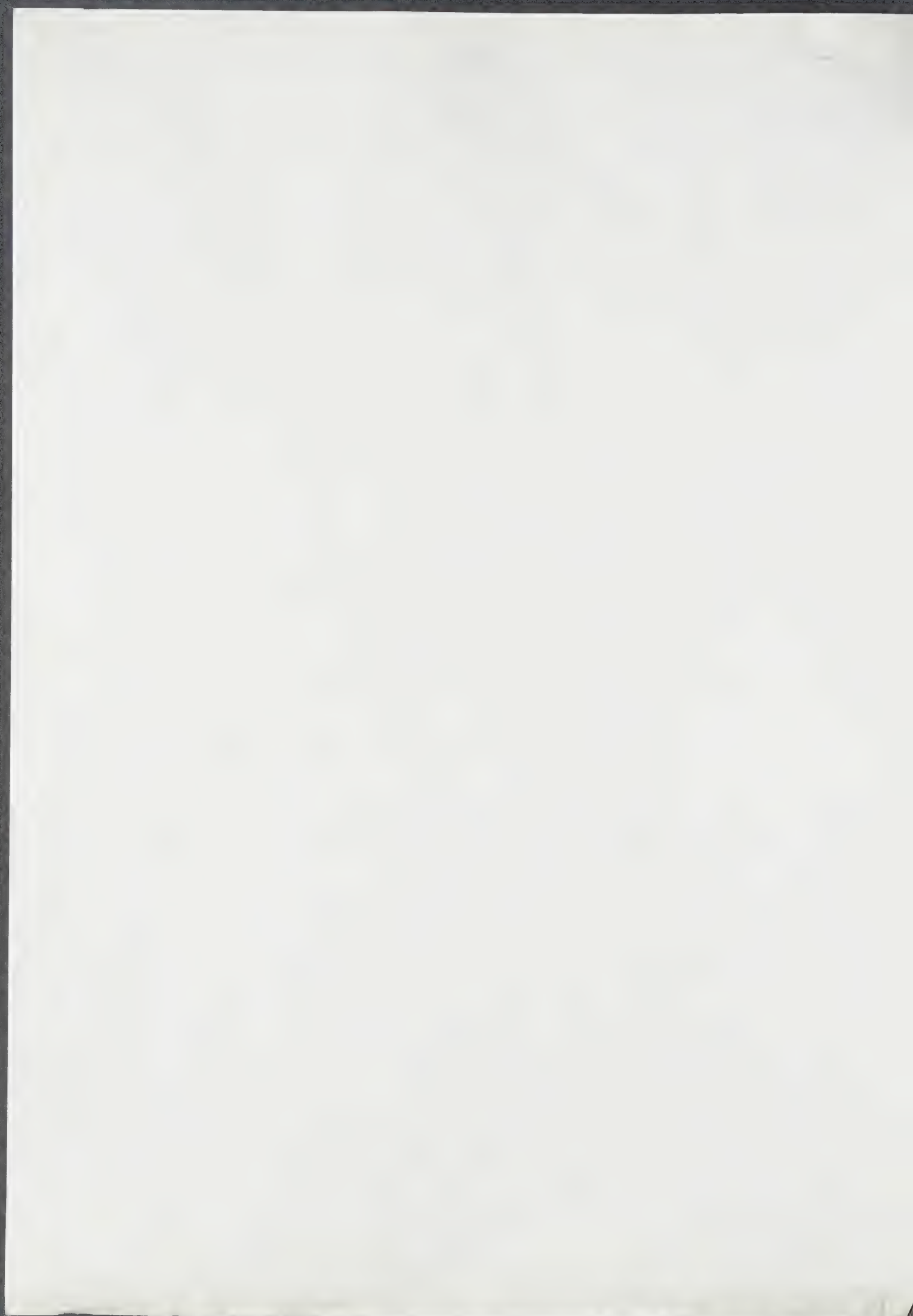
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*[The text in this section is extremely faint and illegible.]*



Dr. Alfred Bader  
2961 North Shepard Avenue  
Milwaukee, Wisconsin 53211

July 12, 1994

Mr. Michael Baronian  
Managing Director  
Cilag AG  
Hochstrasse 201  
CH8201 Schaffhausen  
Switzerland

Dear Mike:

I so enjoyed my day at Cilag, and I want to thank you most sincerely for inviting me to consult to Cilag as we discussed.

I look forward to meeting with you/associates in Milwaukee at a date to be decided, during the next few weeks. And, of course, I look forward to being with you again in Schaffhausen in November or December.

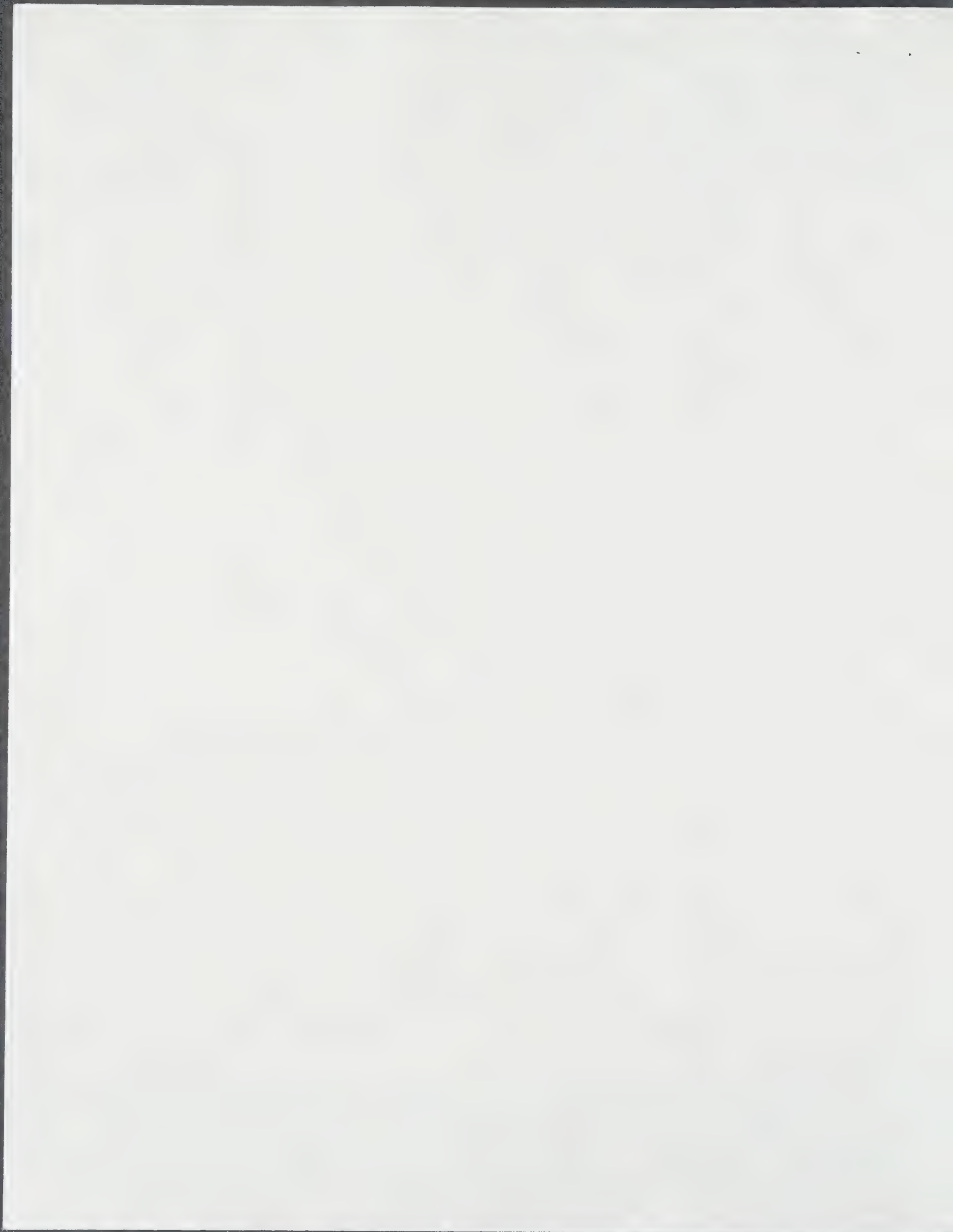
My fax in Milwaukee is 414 277 0709. As I spend two or three months a year at our home in Sussex, England, I have just ordered fax equipment to be installed there and will advise you of that fax number shortly.

My total travel expenses from Sussex to Schaffhausen and back, as detailed on the enclosed, were U.S. \$635.00.

Best regards, also to Bert and Dr. Hammer and Dr. Lehner.

Sincerely,

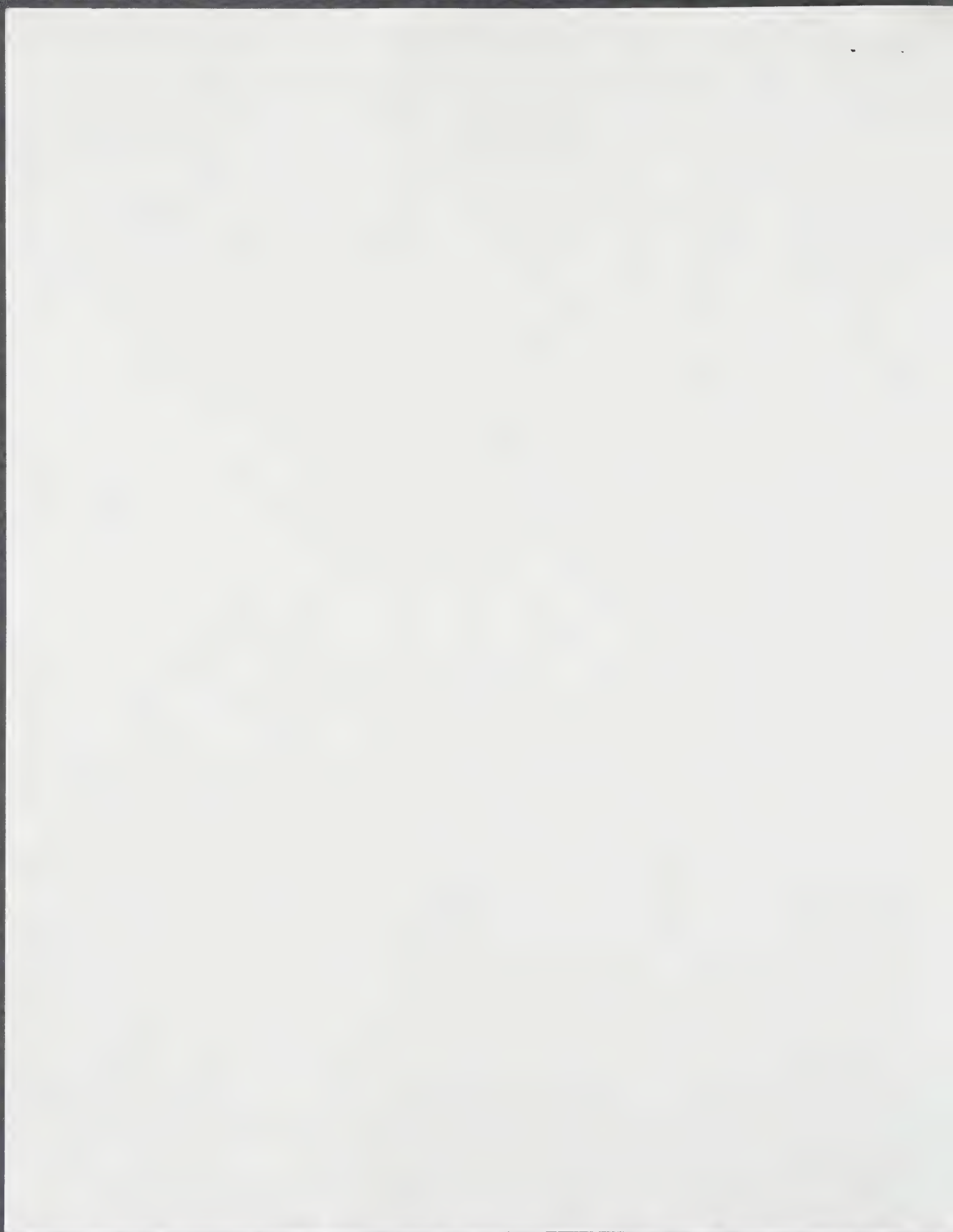
Enclosures



Travel Expenses for A. Bader  
Bexhill-Schaffhausen-Bexhill

	<u>U.S. \$</u>
Train from Bexhill-Gatwick/Gatwick-Bexhill	38.00
Airfare Gatwick-Frankfurt-Gatwick	434.00
Train from Frankfurt to Schaffhausen	73.00
Train from Schaffhausen to Frankfurt	68.00
Taxi, Schaffhausen	10.00
Miscellaneous expenses	<u>12.00</u>
	635.00

July 12, 1994





June 30 1994

Eric Stamm  
Hans Lehnig

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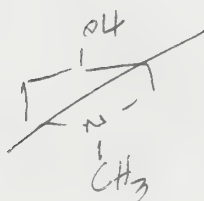
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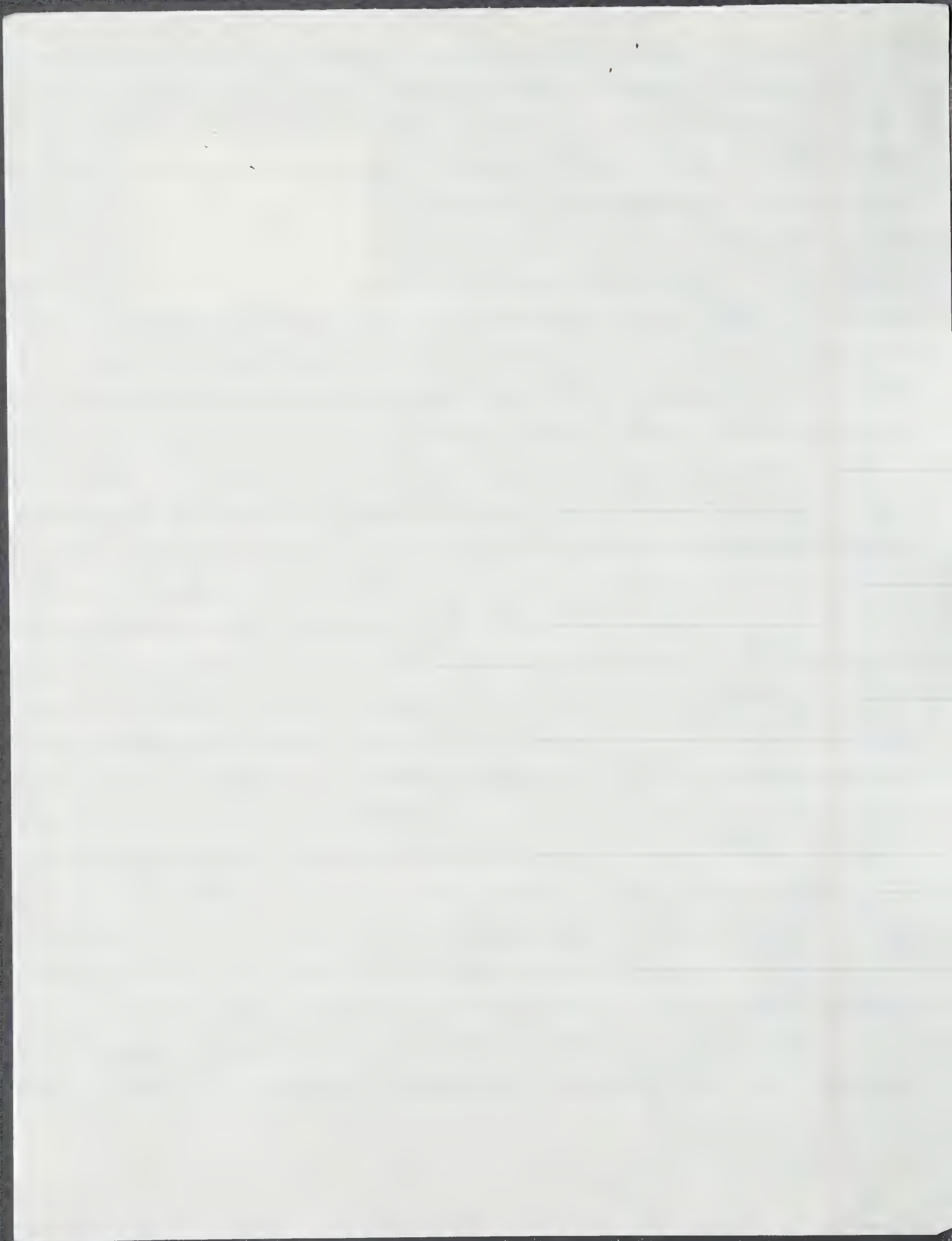
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**CILAG AG**

Hochstrasse 201/209  
CH-8201 Schaffhausen



Telefon 053-829 111  
Direktwahl 053-829 297  
Telex 896 033 cil ch  
Telefax 053-829 444

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**Dr. chem. Hans Lehner**

Director Chemical R + D

**CILAG LTD**

Hochstrasse 201/209  
CH-8201 Schaffhausen  
Switzerland



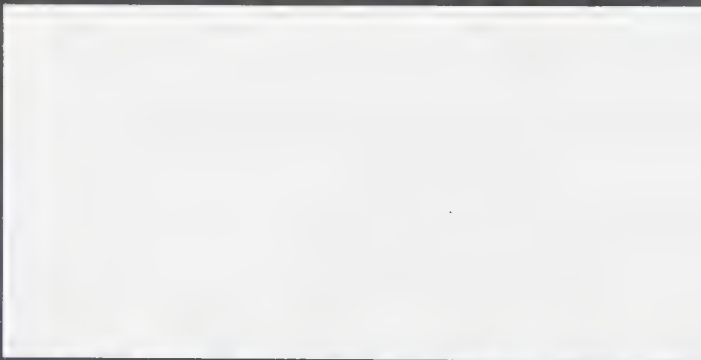
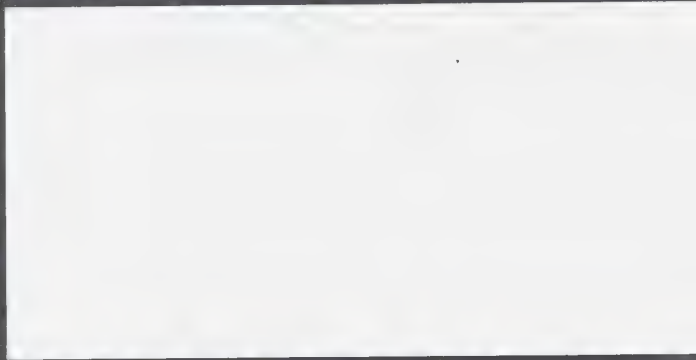
Phone 10153 829 111  
Direct dialing 10153 829 307  
Telex 896 033 cil ch  
Telefax 10153 829 444

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**Dr. chem. Erich Hammer**

Vice President  
Operations Chemicals

Home Address  
Läuferweg 222  
CH-8232 Merisnauen  
Phone 10153 931105

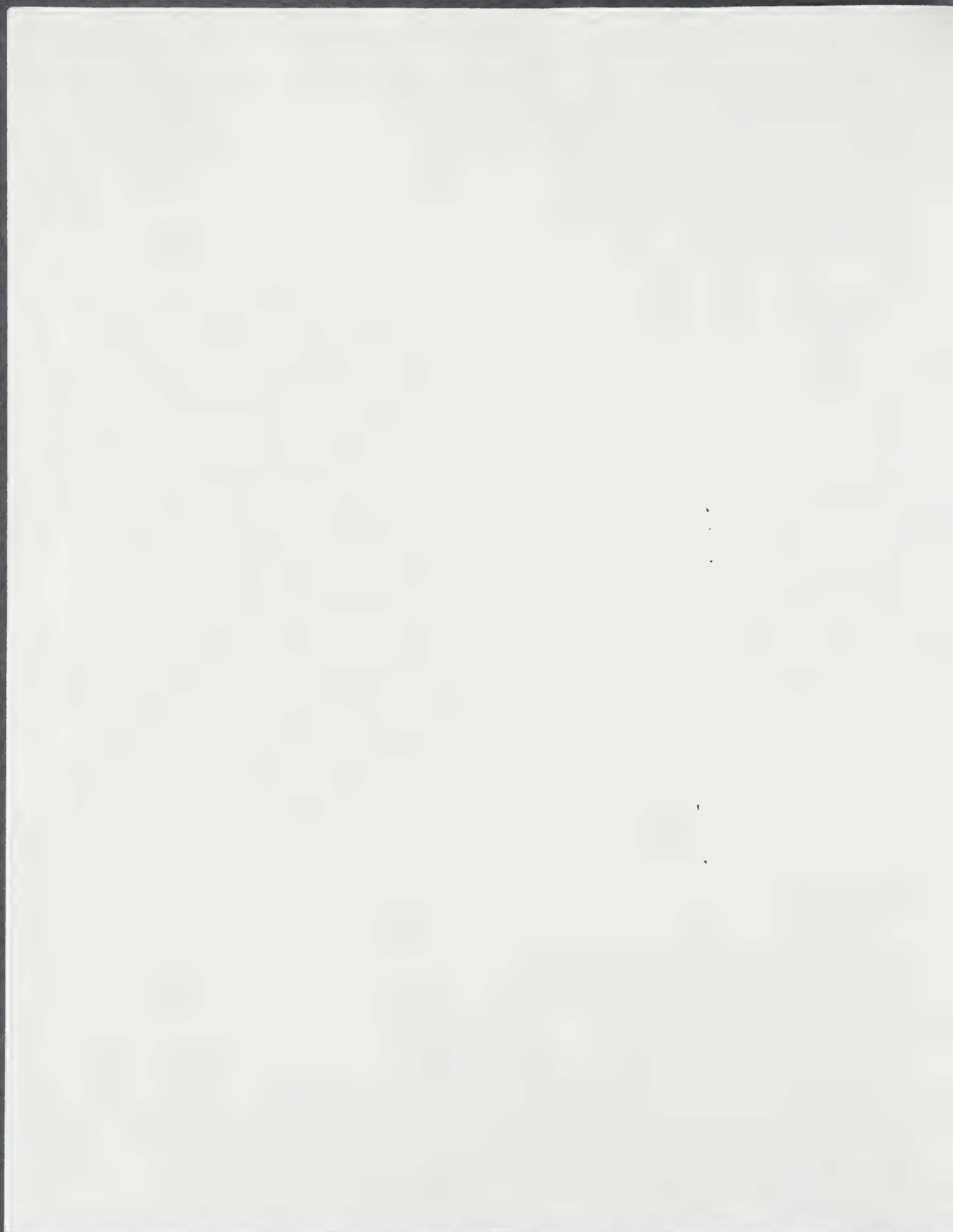


AIDE MEMOIRE  
July 12, 1994

I met with Mr. Michael Baronian, the Managing Director of Cilag AG, and with Bert van Deun on Thursday, June 30.

We agreed that I would consult for Cilag on a trial basis for 12 months, receiving a thousand dollars a month, beginning July 1, payable for the first six months at the end of December, and the second six months at the end of next June.

I would also be reimbursed for travel expenses, both for Isabel and me from Bexhill to Schaffhausen and back.



Dr. Alfred Bader  
2961 North Shepard Avenue  
Milwaukee, Wisconsin 53211

August 1, 1994

Mr. Paul C. Ahrens  
President and CEO  
Synthetec, Inc.  
1290 Industrial Way  
P.O. Box 646  
Albany, Oregon 97321

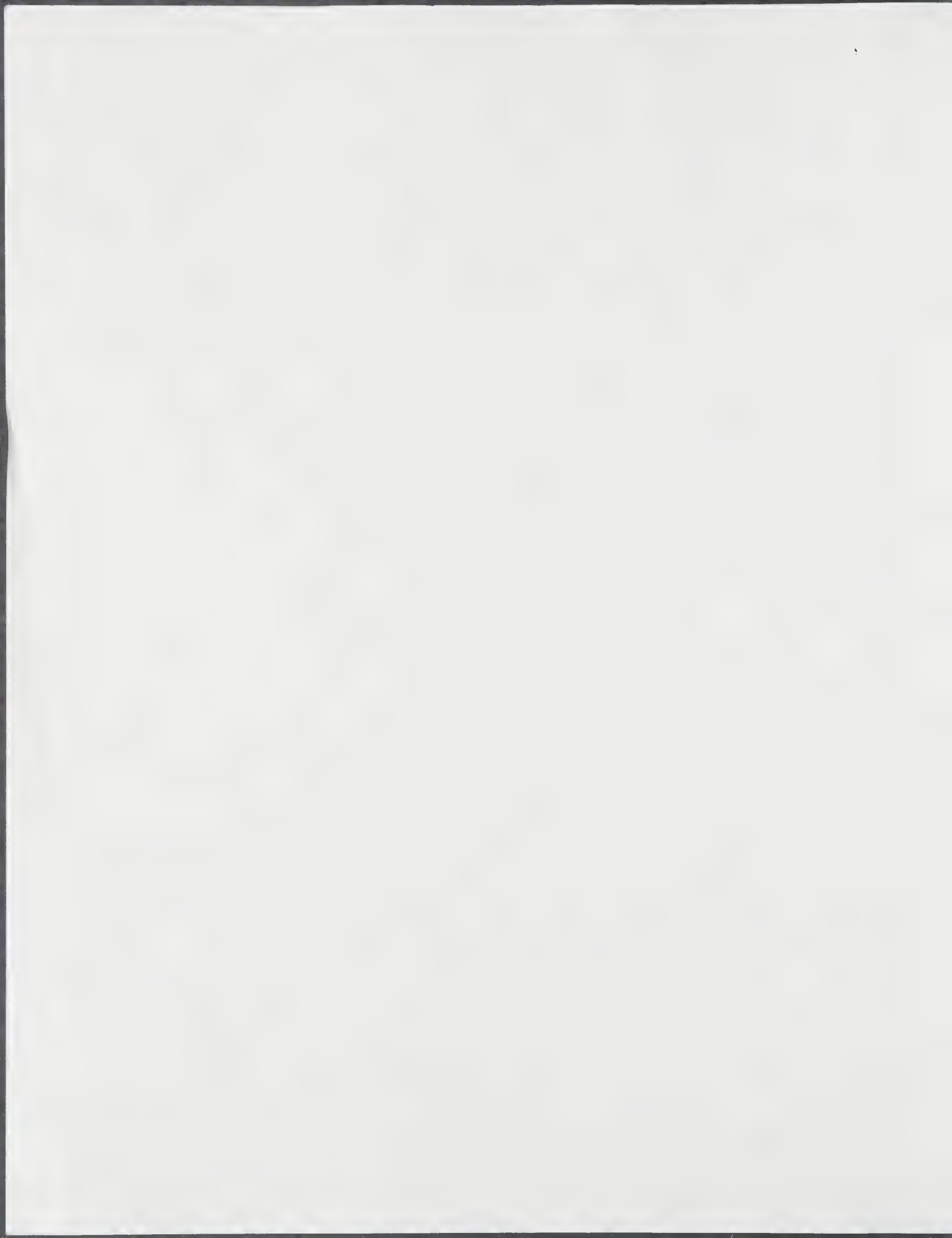
Dear Mr. Ahrens:

I have read your 1994 Annual Report with great interest and pleasure. I presume that you know that I have been a stockholder in your company for some time.

The only, surely minor, concern I have is that your inventory has increased more than your sales, no doubt to allow you to give better service. Still, I am sure that you are watching this carefully.

One of these days, I must come and visit you to see on how large a scale you can operate. I presume that there are times when customers ask you to supply peptides in quantities which you simply cannot fill. When that happens, you might like to consider working with other companies which are very good in scaling up peptides, both for pharmaceutical intermediates and for actual drugs.

One such company you might like to consider is Cilag AG in Schaffhausen, Switzerland, wholly owned by Johnson & Johnson. Cilag has had tremendous experience making peptides on a substantial scale, and I know that they are looking for other peptides to be made as custom syntheses. The man to contact is Dr. Erich Hammer, Vice President, Operations Chemicals, telephone 011 41 53 829 111, fax 011 41 53 829 444.





Mr. Paul C. Ahrens  
Synthetech, Inc.  
August 1, 1994  
Page Two

One added benefit of working with Cilag would be that other entities within Johnson & Johnson would become aware of your activities, and thus become better customers.

Do keep up the good work.

Best wishes and best regards, also to Mr. Sreenivasan.

Sincerely,

bc: Dr. Michael Baronian  
Dr. Erich Hammer

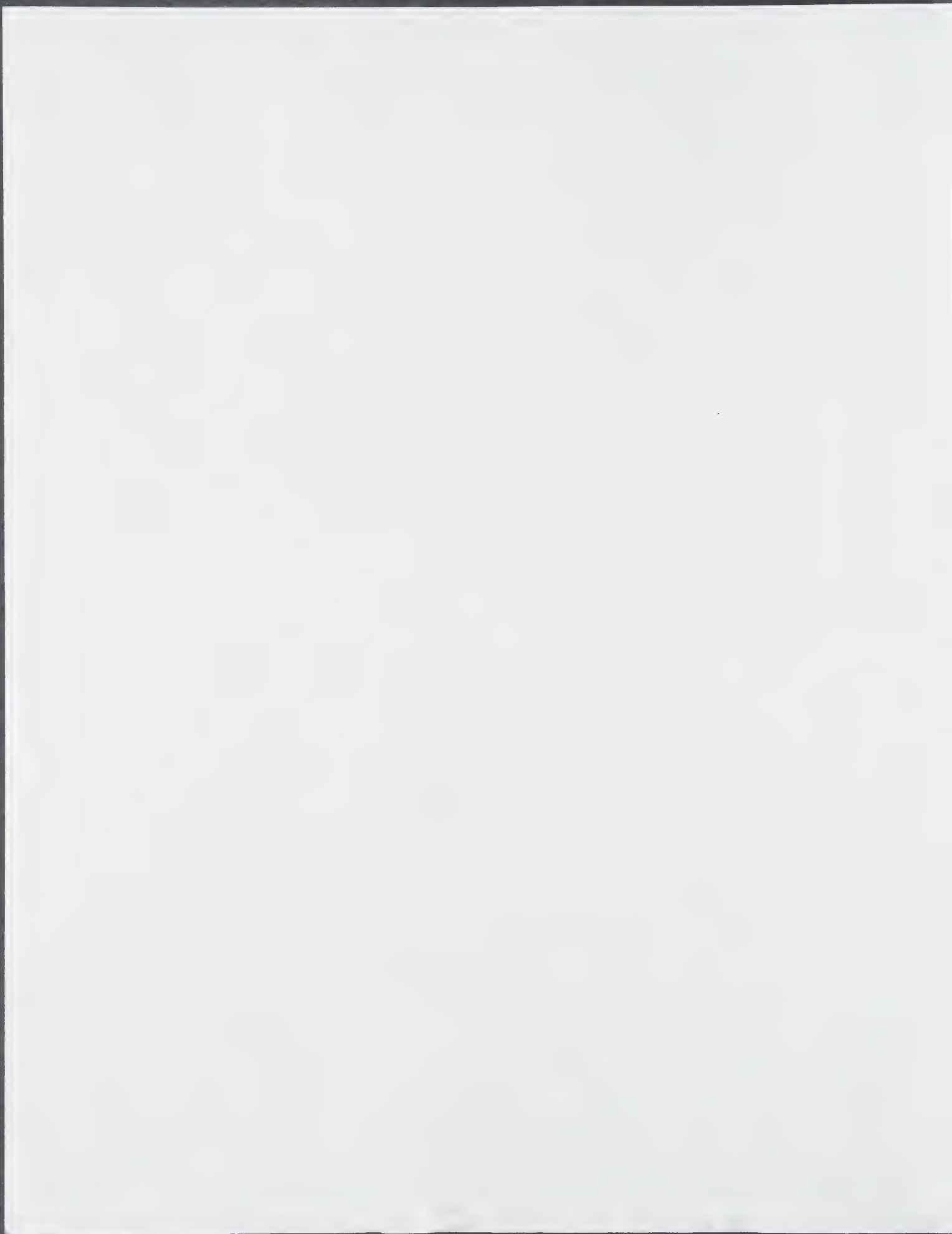




**SYNTE  
TECH**

**Peptide Building Blocks • Specialty Amino Acids**

**Synthetech, Inc. • 1290 Industrial Way • P.O. Box 646 • Albany, Oregon 97321 • USA  
(503) 967-6575 • Fax: (503) 967-9424**



Dear Shareholder,

A look back over the four years of my tenure as CEO at Synthetech is very gratifying. During those four years we have grown by all measures of financial performance. Revenues had a Compound Annual Growth Rate (CAGR) of 26%, while Operating Income had a CAGR of 32%. Net Income had a CAGR of 40%. On the Balance Sheet, Working Capital grew at a 80% CAGR while Shareholder's Equity had a CAGR of 62%.

In terms of shareholder value, our market capitalization at the end of FY1994 reached \$32 million, a 29% CAGR from the end of FY1990. Our stock price over the same period increased at a 22% CAGR, rising from \$1.09 to \$2.44. In FY1992, we received our first institutional endorsement with a \$1 million investment for stock and warrants from Peter B. Cannell & Co. This year we attended our first two investment conferences, the Dain Bosworth Healthcare Conference in September and the Ragen MacKenzie Northwest Conference in March.

Perhaps our most impressive numbers, mainly due to the efforts of "Sreeni" Sreenivasan, are reflected in market development. In FY1990 we had a customer base of 18 in 5 countries



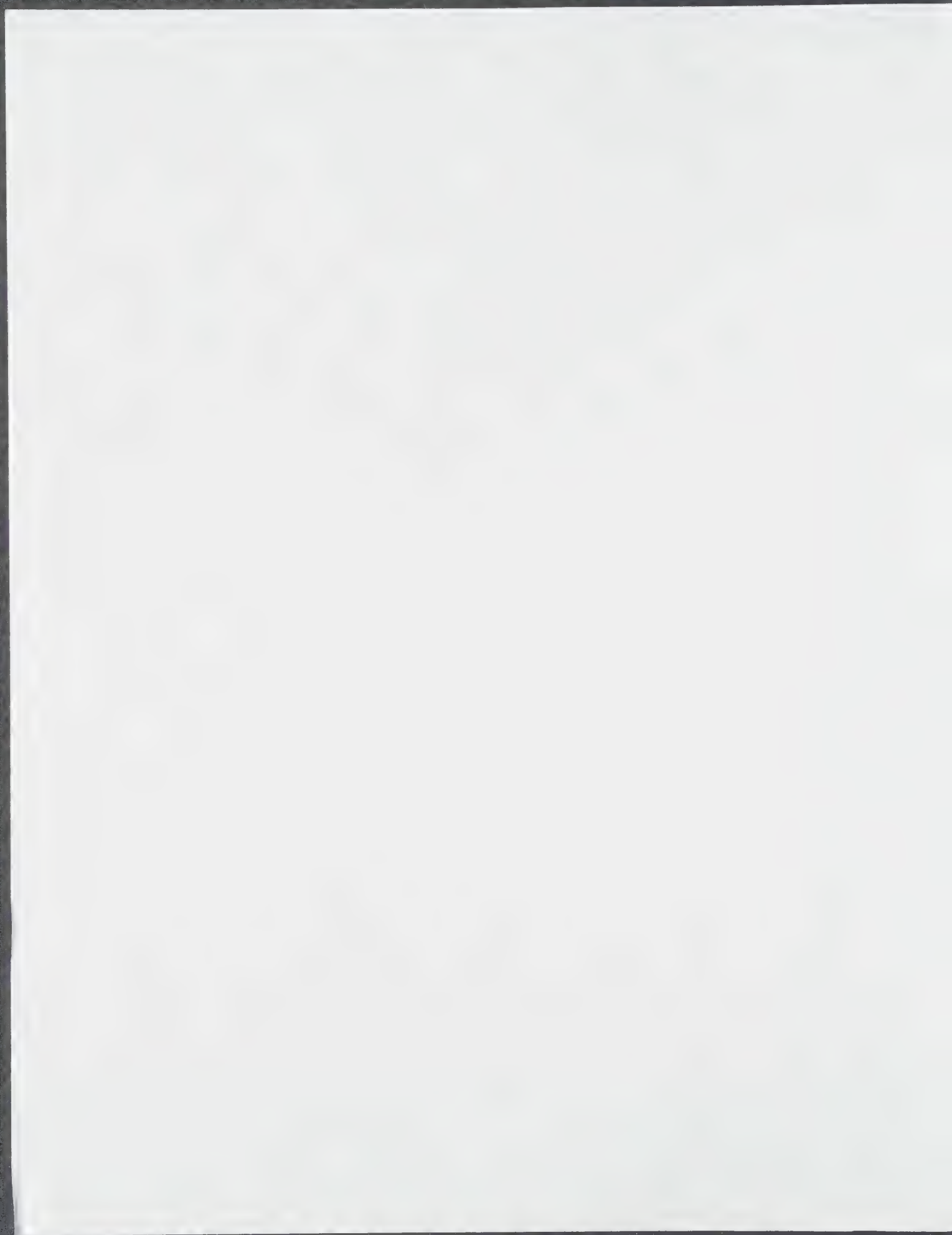
CHARLES B. WILLIAMS, M. "SREENI" SREENIVASAN, PHILIP L. KNUTSON, PAUL C. AHRENS

and a line of 54 products. Today our customer base is 123 in 15 countries to whom we offer 229 products.

None of our success to date, however, would be possible without the efforts of the entire Synthetech team and the support of our shareholders. Thank you for your help in making Synthetech a dynamic, growing company.

Very truly yours,

Paul C. Ahrens  
President & CEO  
Albany, Oregon  
June 10, 1994



SYNTHETECH, INC.

1290 Industrial Way  
Albany, Oregon 97321

NOTICE OF ANNUAL MEETING OF SHAREHOLDERS  
TO BE HELD JULY 21, 1994

NOTICE IS HEREBY GIVEN that the Annual Meeting of the Shareholders of Synthetech, Inc., an Oregon corporation (the "Company"), will be held in Salon G at the Portland Marriott, 1401 S.W. Front Avenue, Portland, Oregon on July 21, 1994, at 1:30 p.m., Pacific Time, for the following purposes:

1. To elect a Board of four directors for the ensuing year.
2. To transact such other business as may properly come before the meeting or any adjournments thereof.

The foregoing items of business are more fully described in the Proxy Statement accompanying this Notice.

Only holders of record of the Company's Common Stock at the close of business on June 27, 1994 will be entitled to notice of and to vote at the Annual Meeting and any adjournments or postponements thereof. A list of such shareholders will be available for the inspection of any shareholder, for any purpose germane to the meeting, at least 10 days prior to the Annual Meeting at the offices of the Company at 1290 Industrial Way, Albany, Oregon.

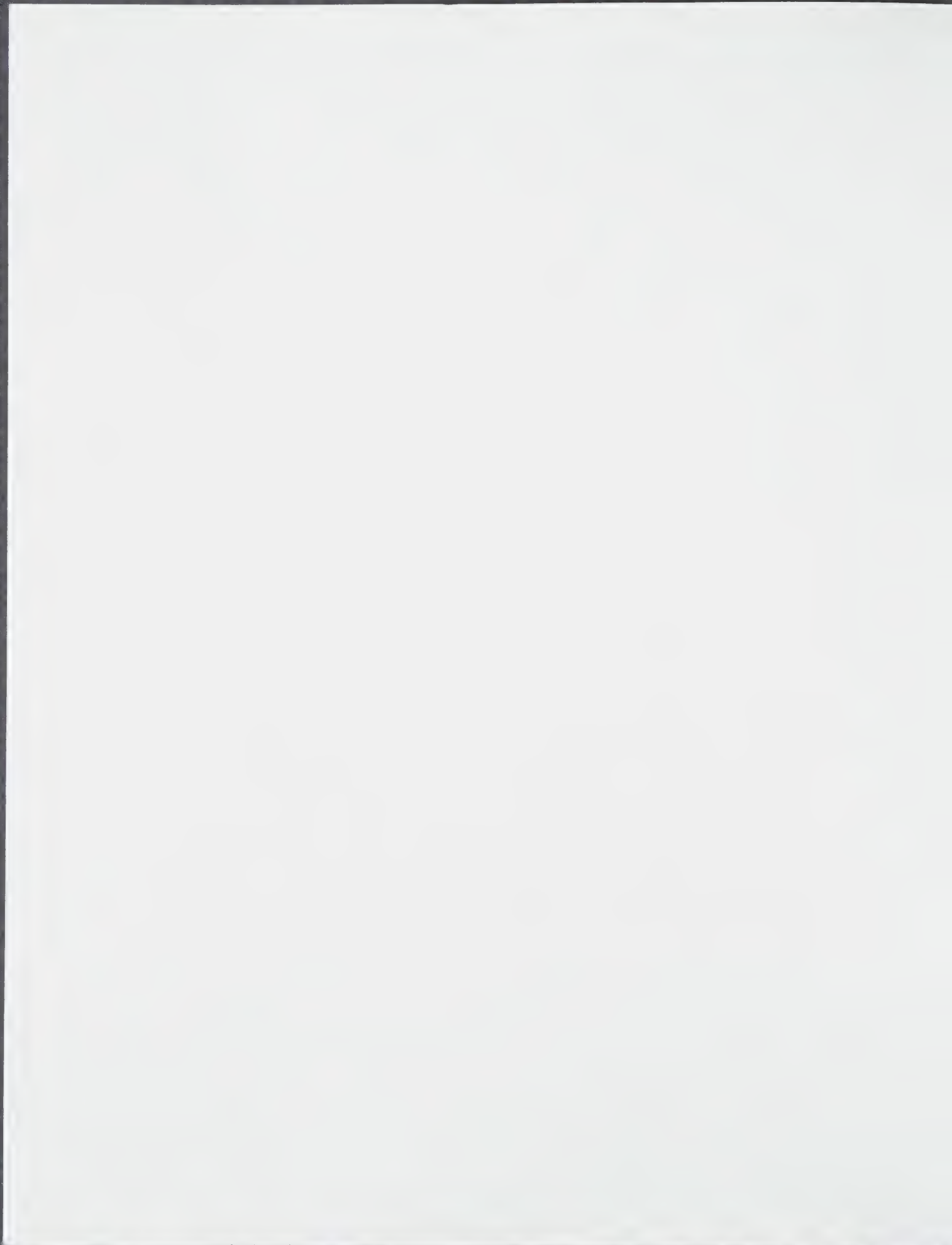
To assure their representation at the meeting, shareholders are urged to mark, sign, date and return the enclosed proxy as promptly as possible, even if they plan to attend the meeting. Any shareholder attending the meeting may vote in person, even if he or she has returned a proxy, if the proxy is revoked in the manner described in the accompanying Proxy Statement.

BY ORDER OF THE BOARD OF DIRECTORS,

Paul C. Ahrens  
Secretary

June 29, 1994  
Albany, Oregon

**YOUR VOTE IS IMPORTANT. WHETHER OR NOT YOU EXPECT TO ATTEND THIS MEETING IN PERSON, PLEASE EXECUTE THE ENCLOSED PROXY AND RETURN IT SO THAT YOUR SHARES WILL BE VOTED. IN THE EVENT YOU ARE PRESENT AT THE MEETING AND WISH TO DO SO, YOU MAY WITHDRAW YOUR PROXY AND VOTE IN PERSON.**





**SYNTHETECH, INC.**

1290 Industrial Way  
Albany, Oregon 97321

**PROXY STATEMENT**

This Proxy Statement is furnished in connection with the solicitation of proxies on behalf of the Board of Directors of Synthetech, Inc., an Oregon corporation (the "Company"), for use at the Annual Meeting of Shareholders which will be held on July 21, 1994 at 1:30 p.m., Pacific Time in Salon G at the Portland Marriott, 1401 S.W. Front Avenue, Portland, Oregon. This Proxy Statement and the accompanying Notice of Annual Meeting of Shareholders (the "Notice") and form of proxy card were first mailed to shareholders on or about June 29, 1994.

**PROXIES**

The cost of soliciting proxies will be borne by the Company. In addition, the Company may reimburse brokerage firms and other persons representing beneficial owners of shares for their expenses in forwarding solicitation materials to such beneficial owners. Proxies may also be solicited by certain of the Company's directors, officers and regular employees, without additional compensation, personally or by telephone or telegram.

Please MARK, SIGN and DATE the enclosed proxy card and RETURN it promptly in the enclosed envelope provided for this purpose.

**REVOCATION OF PROXIES**

Any shareholder returning the accompanying proxy may revoke such proxy at any time prior to its exercise: (i) by giving written notice to the Company of such revocation; (ii) by voting in person at the meeting; or (iii) by executing and delivering to the Secretary of the Company a proxy dated a later date.

**ACTION TO BE TAKEN UNDER PROXIES**

The shares represented by proxies in the form solicited by the Board of Directors of the Company will be voted at the Annual Meeting if the proxy is properly executed and is returned to the Secretary of the Company prior to the Annual Meeting. Where a choice is specified with respect to the matter being voted upon, the shares represented by the proxy

will be voted in accordance with such specification. The proxy may specify approval of all nominees for directors of the Company, or may withhold approval to vote for any or all of the nominees presented. If no specification is indicated, such shares will be voted in favor of the nominees for directors.

Although the Company is not aware of any matters to be voted upon at the meeting other than as stated herein and in the accompanying Notice of Annual Meeting of Shareholders, if any other matters are properly brought before the Annual Meeting, the enclosed proxy gives discretionary authority to the persons named in such proxy to vote the shares in their best judgment with respect to any of such matters.

#### OUTSTANDING COMMON STOCK

On June 27, 1994, the record date for shareholders entitled to vote at the Annual Meeting, the Company had outstanding 12,015,362 shares of common stock, par value \$.001 per share (the "Common Stock"), each share of which entitles the holder to one vote at the Annual Meeting. Only shareholders of record at the close of business on June 27, 1994, are entitled to notice of, and to vote at, the Annual Meeting.

#### QUORUM, VOTING

The presence of a majority of the total number of outstanding shares of Common Stock entitled to vote at the Annual Meeting, either in person or by proxy, is required to constitute a quorum at the Annual Meeting.

On all matters submitted to a vote of the shareholders at the Annual Meeting, each shareholder shall be entitled to one vote for each share of Common Stock owned of record by such shareholder at the close of business on June 27, 1994.

If you find it inconvenient to attend the meeting in person, your stock will be represented and voted if you will execute and mail the enclosed proxy card. Management urges each shareholder to attend the meeting or to sign and promptly return the enclosed proxy card.

## PRINCIPAL OWNERS OF COMMON STOCK

The following table sets forth the number of shares of Common Stock and percentage of outstanding shares of Common Stock of the Company owned as of June 6, 1994, by persons who hold of record or are known to beneficially own 5% or more of the outstanding common stock of the Company, each director of the Company, and all officers and directors as a group.

<u>Name and Address of Beneficial Owner</u>	<u>Amount and Nature of Beneficial Ownership</u>	<u>Percent of Class</u>
Paul C. Ahrens 1290 Industrial Way Albany, OR	1,609,491	13.4%
Michael A. Mitton P.O. Box 61493 Vancouver, WA	1,283,499	10.7%
Howard L. Farkas 5460 South Quebec Street Suite 300 Englewood, CO	50,000	*
Page E. Golsan, III 3205 Canterbury Drive, South Salem, OR	38,000(1)	*
JB Partners 919 Third Avenue New York, NY	2,000,000(2)	15.4%
Capital Consultants 2300 S.W. First Avenue Portland, OR	734,200	6.1%
All Officers and Directors as a Group (7 persons)	4,109,370(1)(3)	32.6%

\* less than 1%.

(1) Includes 25,000 shares of common stock issuable under a warrant.

(2) Includes 1,000,000 shares of common stock issuable under a warrant.

(3) Includes 552,380 shares of common stock which officers have the right to acquire immediately or within sixty (60) days pursuant to employee stock options. Excludes 198,980 shares of common stock issuable pursuant to stock options held by officers which are not exercisable now or within sixty (60) days.

## ELECTION OF DIRECTORS

The Company's Bylaws provide for a Board of Directors comprised of from three to seven members, currently established at four members. The Company has nominated four directors for election at the Annual Meeting. The directors will be elected to hold office until the next annual meeting of shareholders and the election and qualification of their successors.

Shares eligible to be voted, for which a properly dated and executed proxy is received by the Secretary of the Company prior to the Annual Meeting, will be voted in accordance with any choice specified. Where no choice is specified, eligible shares will be voted as directed by the Board of Directors. If the nominees for directors become unavailable for any reason (which is not now anticipated), the proxies will vote the shares represented by each proxy for such substitute nominee approved by the Board of Directors. All nominees are now directors of the Company.

The name and age of each nominee for director, their principal positions and offices held in the Company, and the period of time each director has served as a director of the Company are set forth below:

<u>Name, Age &amp; Position Held with the Company</u>	<u>Director of the Company Since</u>
Paul C. Ahrens (42) President, Chief Executive Officer, Secretary and Director	1981
Howard L. Farkas (70) Director	1985
Page E. Golsan, III (56) Director	1991
Michael A. Mitton (47) Chairman of the Board	1983

The following is a brief account of the business experience for the last five years of each director of the Company.

Paul C. Ahrens. Mr. Ahrens has served as President and Chief Executive Officer since 1989. From the inception of the Company in 1981 through December 1989 he was the Vice President of Technology. He has also served as Secretary and a Director of the Company since 1981. From September 1979 to September 1980, Mr. Ahrens served as Vice President of Engineering of Colorado Organic Chemical Company, an organic chemical manufacturing company located in Commerce City, Colorado. Prior thereto, Mr. Ahrens spent five years with Allied Chemical and CIBA-Geigy in various engineering and research capacities. Mr. Ahrens holds B.S. and M.S. degrees in Chemical Engineering from M.I.T.

Howard L. Farkas. Mr. Farkas has served as a Director of the Company since August 1985. He is the President of Farkas Group, Inc., successor to Farkas Realty, which is engaged in general real estate brokerage and management activities since 1981 and a managing director in Manistee Gas Limited Liability Company, which is in the gas production and processing business. Since 1986, Mr. Farkas has also served as Secretary and a Director of Acquisition Industries, Inc., a publicly owned acquisition and merger company. Mr. Farkas serves as the Chairman of the Board of Logic Devices, Inc., a Sunnyvale, California company specializing in CMOS digital signal process semiconductor and SRAM chips, and as a Director in various natural resource and other commercial companies. Mr. Farkas is also a vice president of G.A.S. Corp., which is a general partner of an Oklahoma limited partnership, Gas Acquisition Services, which filed for bankruptcy under Chapter 11. Though not presently in public or private practice, he has been a certified public accountant since 1951. Mr. Farkas received a B.S. (B.A.) from the University of Denver.

Page E. Golsan, III. Mr. Golsan has served as a Director of the Company since October 1991. He is a principal of Golsan Management Company, an investment advisory company. From 1990 to 1992, Mr. Golsan was a senior advisor with Bane Barham & Holloway, registered investment advisors under the Investment Advisor Act of 1940. Since 1990 Mr. Golsan has been President and Chief Executive Officer of Bridgetown Capital, Inc., an investment company. From 1987 to 1989 he was the Executive Vice President of Calumet Industries, Inc., Chicago, Illinois, (manufacturer and marketer of petro-chemicals and other fine chemicals). Prior to 1987, he was the President and Chief Operating Officer of the K&W Products Division (specialty chemical manufacturing) of Berkshire Hathaway, Inc. Mr. Golsan also currently serves as a director of Panef Corporation, Milwaukee, Wisconsin, (a privately-held pharmaceutical and specialty chemical packaging company). Mr. Golsan holds an MA in Finance from Claremont Graduate School of Business and a Doctorate in Pharmacy and a BA in Chemistry and Zoology, both from the University of Southern California.

Michael A. Mitton. Mr. Mitton served as President, Chief Executive Officer and Treasurer of the Company from September 1983 through December 1989. He has served as a Director of the Company since September 1983 and became Chairman of the Board in January 1990. He is the President, Chief Executive Officer and a Director of Chemical Biosensors, Inc., an Oregon corporation which is engaged in developing novel detection and other technologies. From January 1991 to April 1992, Mr. Mitton served as the President and a Director of the Oregon Biotechnology Association, a non-profit organization formed to promote the growth of the Oregon biotechnology industry. Prior to 1983, Mr. Mitton served as a Corporate Controller and subsequently as Vice President of Finance and Administration of Pure Cycle Corporation, Boulder, Colorado.

In connection with the issuance of common stock and a warrant to JB Partners, an investment partnership affiliated with Peter B. Cannell & Co. Inc., a New York investment management firm, the directors and officers of Synthetech (other than Mr. Golsan who was not a director at the time) have entered into an agreement to vote shares of Synthetech

owned by them for the election of a nominee to the Board of Directors selected by JB Partners. Unless terminated earlier under certain circumstances, this agreement will continue until 1998. JB Partners has advised Synthetech that it will not select a nominee for election at the upcoming Annual Meeting of Shareholders.

During the last fiscal year, there were three meetings of the Board of Directors and the Board took action by written consent on one other occasion. During the last fiscal year, each director was present for more than 75 percent of the aggregate of (i) the total number of meetings of the Board of Directors and (ii) the total number of meetings held by all committees of the Board on which he served.

The Board of Directors has established an Audit Committee, the members of which are Howard Farkas and Michael Mitton. The Audit Committee is authorized to meet with management and the Company's independent public accountants to consider fiscal accounting matters. The principal functions of the Audit Committee are to recommend selection of independent accountants to the Board of Directors and to review the scope and result of audits. The Audit Committee met once during the last fiscal year. In April 1992, the Company established a Compensation Committee, the members of which are Paul Ahrens, Howard Farkas and Page Golsan. The Compensation Committee is authorized to serve as the Plan Administrator for the 1990 Stock Option Plan and to review and set officer compensation. The Compensation Committee met once during the last fiscal year.

The Company's directors do not receive an annual fee for their service as directors. The Company reimburses directors for travel and other expenses of attending meetings.

#### Executive Officers

Officers are elected annually by the Board of Directors and serve at the discretion of the Board of Directors. The name and age of each executive officer (other than Mr. Ahrens, who is listed above), their principal positions and offices held with the Company, and a brief account of their business experience for the past five years is set forth below:

M. "Sreeni" Sreenivasan. Mr. Sreenivasan (age 45) has served as Chief Operating Officer since January 1990. He has broad-based responsibility for the manufacturing and marketing operations. From June 1988 to January 1990 he was Executive Vice President and General Manager and from July 1987 to June 1988 he was Director of Manufacturing. Previously, he worked for Ruetgers-Nease Chemical Co. (bulk pharmaceuticals and other fine chemicals) for 13 years in various technical and manufacturing management capacities, including 7 years as Plant Manager of their Augusta, Georgia plant. He received his M.S. in Chemical Engineering from Bucknell University and his M.B.A. from Penn State University.

Philip L. Knutson, Ph.D. Mr. Knutson (age 44) has served as Vice President of Research and Development since June 1988. Dr. Knutson is responsible for process

development, "kilo lab" production and production support. From July 1986 to June 1988, he was a senior research chemist with the Company. Prior thereto, Dr. Knutson was a Senior Research Chemist at Ash Stevens, Inc. in Detroit, Michigan for 7 years. He received his B.A. degree from Luther College, Decorah, Iowa and his M.A. and Ph.D. in Organic Chemistry from the University of Missouri - Columbia.

Charles B. Williams. Mr. Williams (age 47) has served as Vice President of Administration and Finance since January 1990. He is responsible for accounting, administration, finance, personnel and information systems. From March 1988 to January 1990, Mr. Williams served as the Controller. Prior thereto, he was Controller for White's Electronics, Inc. of Sweet Home, Oregon for 5 years. His responsibilities at White's Electronics included accounting, data processing, personnel and finance. From 1976 to 1983, he held several accounting and financial positions with Teledyne Wah Chang, a metals producer in Albany, Oregon. Mr. Williams earned his B.S. in Economics and M.B.A. from Oregon State University.

## EXECUTIVE COMPENSATION

### Summary of Cash and Certain Other Compensation

The following table provides certain summary information concerning compensation paid by the Company to those persons who were at March 31, 1994, the Company's Chief Executive Officer and the one other executive officer of the Company whose salary and bonus exceeded \$100,000 during the last fiscal year (the "Named Executive Officers") for the fiscal years ended March 31, 1994, 1993, and 1992:

Summary of Compensation

Name and Principal Position	Annual Compensation			Long-Term Compensation	All Other Compensation (\$)(3)
	Year(1)	Salary (\$)	Bonus (\$)	Stock Options #(2)	
Paul C. Ahrens President & Chief Executive Officer	1994	94,000	5,000	0	4,772
	1993	90,000	10,000	0	3,912
	1992	60,000	7,800	0	0
M. ("Sreeni") Sreenivasan Chief Operating Officer	1994	108,000	7,500	73,000	4,827
	1993	102,213	15,000	61,000	4,571
	1992	67,437	10,700	66,000	0

- (1) Fiscal year ended March 31.
- (2) The Company has not granted any stock appreciation rights (SARs).
- (3) Represents Company contributions to the account of the Named Executive Officers under the Company's 401(k) plan.

### Stock Option Grants

The following table provides information, with respect to the Named Executive Officers, concerning the grant of stock options during fiscal year 1994.

Stock Option Grants in Last Fiscal Year (1)

Name	Options Granted (#)	% of Total Options Granted to Employees in Fiscal Year(2)	Exercise or Base Price (\$/Sh)	Expiration Date
Paul C. Ahrens	0	---	---	---
M. ("Sreeni") Sreenivasan	73,000	26.8%	\$1.72	1998

- (1) The Company has not granted any stock appreciation rights (SARs).  
(2) Based on an aggregate of 271,960 options being granted to all employees during the fiscal year ended March 31, 1994.

### Stock Option Exercises and Holdings

The following table provides information, with respect to the Named Executive Officers, concerning the options held by the Named Executive Officers at March 31, 1994. None of the Named Executive Officers exercised any stock options during fiscal year ended March 31, 1994.

Fiscal Year End Stock Option Value

Name	Number of Unexercised Options at FY-End		Value of Unexercised In-the-Money Options at FY-End \$(1)	
	Exercisable	Unexercisable	Exercisable	Unexercisable
Paul C. Ahrens	---	---	---	---
M. ("Sreeni") Sreenivasan	153,920	125,280	\$253,173	\$136,229

- (1) The average of the closing bid and asked prices of the Common Stock on March 31, 1994 was \$2.50.

### SELECTION OF AUDITORS

The Board of Directors has selected Arthur Andersen & Co. as the Company's independent public accountants for the current fiscal year. Arthur Andersen & Co. has audited the financial statements of the Company since the fiscal year ended March 31, 1989. It is expected that representatives of Arthur Andersen & Co. will be present at the Annual Meeting, will have the opportunity to make a statement if they so desire, and will be available to respond to appropriate questions.



## ANNUAL REPORT

The Annual Report to Shareholders covering the Company's fiscal year ended March 31, 1994, including audited consolidated financial statements, is transmitted herewith. Such Annual Report to Shareholders is not a part of the material for the solicitation of proxies.

## SHAREHOLDER PROPOSALS

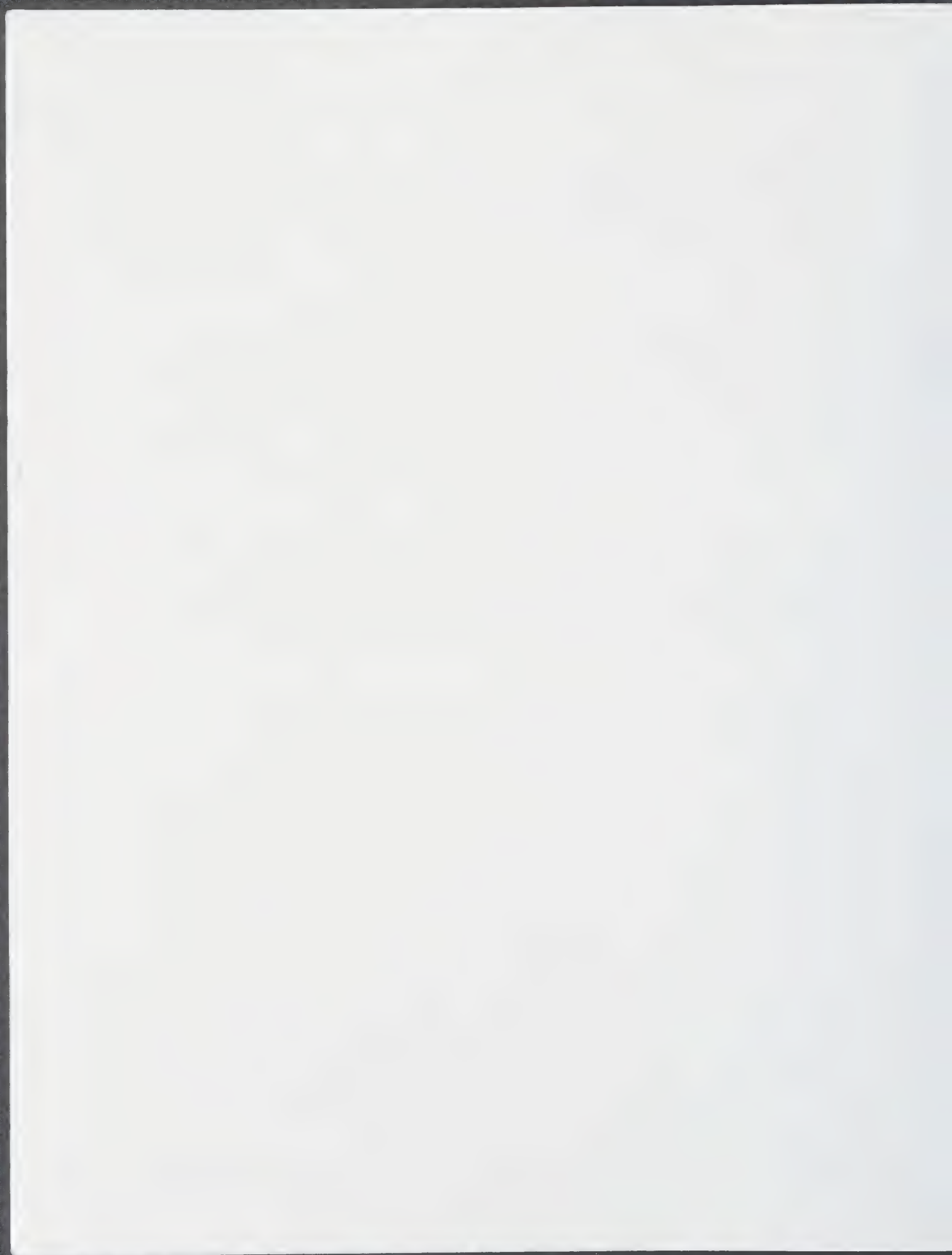
Shareholders of the Company may submit proposals for inclusion in the proxy materials for the 1995 Annual Meeting of Shareholders. The proposals must meet the shareholder eligibility and other requirements of the Securities and Exchange Commission. In order for a proper shareholder proposal to be included in the proxy materials for the 1995 Annual Meeting of Shareholders, it must be received by the Secretary of the Company, at its corporate headquarters, 1290 Industrial Way, Albany, Oregon 97321, not later than February 1, 1995.

## OTHER MATTERS

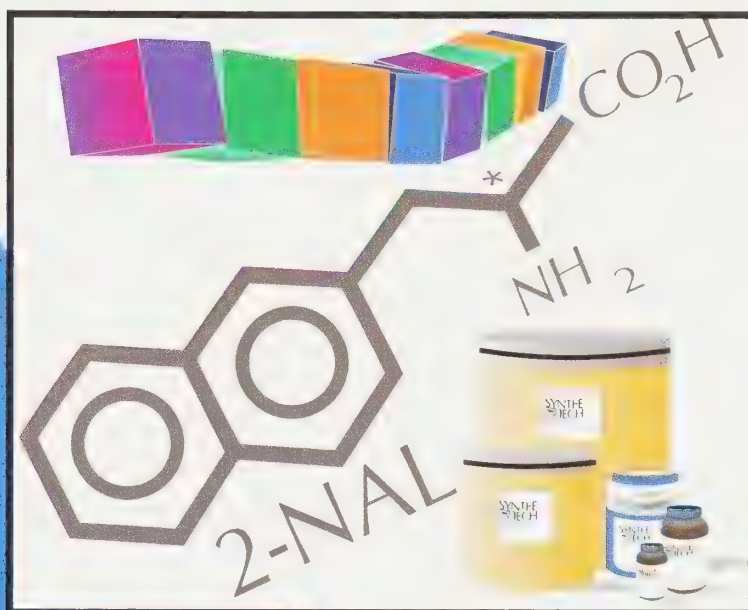
The Board of Directors does not intend to bring any matters before the Annual Meeting other than those specifically set forth in the notice of the meeting and knows of no matters to be brought before the Annual Meeting by others. If any matters properly come before the Annual Meeting, it is the intention of the persons named in the accompanying proxy to vote such proxy in accordance with the judgment of the Board of Directors.

Dated: June 29, 1994

Paul C. Ahrens, Secretary



*Synthetech, Inc.*



1994

*Annual*

*Report*

**SELECTED FINANCIAL DATA**  
Synthetech, Inc. — Years Ended March 31

	1994	1993	1992	1991	1990
<b>STATEMENTS OF OPERATIONS DATA:</b>					
	(in thousands, except per share data)				
Revenues .....	\$ 4,034	\$ 3,510	\$ 2,233	\$ 1,785	\$ 1,617
Gross Profit .....	2,078	1,806	1,124	693	798
Operating Income .....	1,263	1,066	536	208	414
Net Income .....	\$ 1,164	\$ 1,110	\$ 503	\$ 149	\$ 304
Net Income per Share .....	\$ 0.088	\$ 0.087	\$ 0.042	\$ 0.014	\$ 0.028
Shares Used in per Share Calculations .....	13,166	12,718	11,868	10,813	10,669
<b>BALANCE SHEET DATA:</b>					
	(in thousands)				
Working Capital .....	\$ 4,123	\$ 3,220	\$ 2,214	\$ 704	\$ 391
Total Assets .....	5,574	4,424	3,085	1,654	1,370
Long Term Debt .....	370	399	429	458	492
Accumulated Deficit .....	(391)	(1,555)	(2,665)	(3,168)	(3,316)
Shareholder's Equity .....	\$ 4,773	\$ 3,555	\$ 2,420	\$ 912	\$ 691

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Peptide Building Blocks .....	3
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Management's Discussion and Analysis of Financial Condition and Results of Operations ...	6
Financial Statements .....	8

**Dear Shareholder,**

A look back over the four years of my tenure as CEO at Synthetech is very gratifying. During those four years we have grown by all measures of financial performance. Revenues had a Compound Annual Growth Rate (CAGR) of 26%, while Operating Income had a CAGR of 32%. Net Income had a CAGR of 40%. On the Balance Sheet, Working Capital grew at a 80% CAGR while Shareholder's Equity had a CAGR of 62%.

In terms of shareholder value, our market capitalization at the end of FY1994 reached \$32 million, a 29% CAGR from the end of FY1990. Our stock price over the same period increased at a 22% CAGR, rising from \$1.09 to \$2.44. In FY1992, we received our first institutional endorsement with a \$1 million investment for stock and warrants from Peter B. Cannell & Co. This year we attended our first two investment conferences, the Dain Bosworth Healthcare Conference in September and the Ragen MacKenzie Northwest Conference in March.

Perhaps our most impressive numbers, mainly due to the efforts of "Sreeni" Sreenivasan, are reflected in market development. In FY1990 we had a customer base of 18 in 5 countries



CHARLES B. WILLIAMS, M. "SREENI" SREENIVASAN, PHILIP L. KNUTSON, PAUL C. AHRENS

and a line of 54 products. Today our customer base is 123 in 15 countries to whom we offer 229 products.

None of our success to date, however, would be possible without the efforts of the entire Synthetech team and the support of our shareholders. Thank you for your help in making Synthetech a dynamic, growing company.

Very truly yours,

Paul C. Ahrens  
President & CEO  
Albany, Oregon  
June 10, 1994

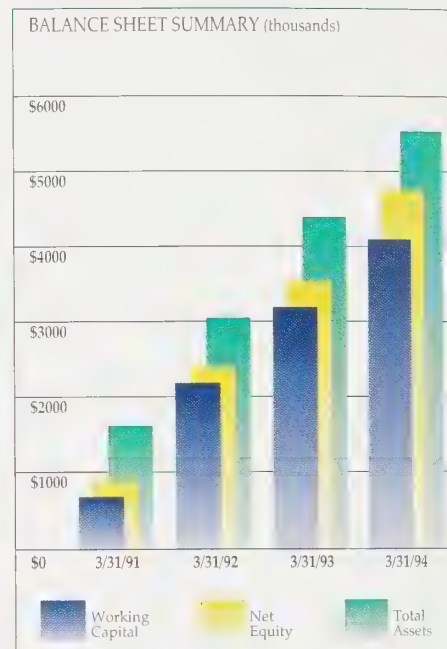
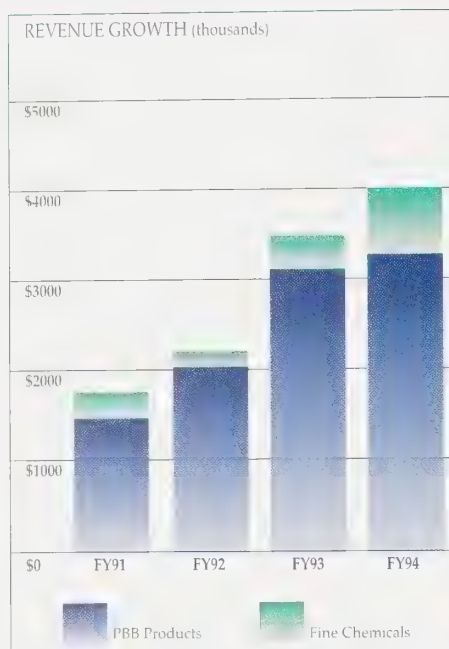
**COMPANY GROWTH**  
Synthetech, Inc.

**SALES, PROFITS**

Led by a 101% increase in sales of fine chemicals, total revenue grew 15% during FY1994 to over \$4 million. Operating income was up 18%. Mainly due to paying state income tax this year, net earnings were flat at \$0.09 per share. On a "fully taxed" basis for both years, without benefit of net operating loss carryforwards, income would have been \$796,000 (\$0.061/share) this fiscal year compared to \$694,000 (\$0.055/ share) last year.

**PRODUCTS, CUSTOMERS**

A world-wide leader in bulk production of specialty amino acids, the Company shipped forty new products in FY1994, including seven new specialty amino acids. Bulk sales to global pharmaceutical companies continue to represent the bulk of the market for our Peptide Building Block (PBB) Products. We shipped 171 products to 80 customers in 12 countries.



Five customers accounted for 57% of revenues, while two of those accounted for 33%. Forty new customers, of which 15 are new overseas customers, purchased products from the Company this year, accounting for 9% of revenue. Export sales, up 25%, represented 16% of revenues.

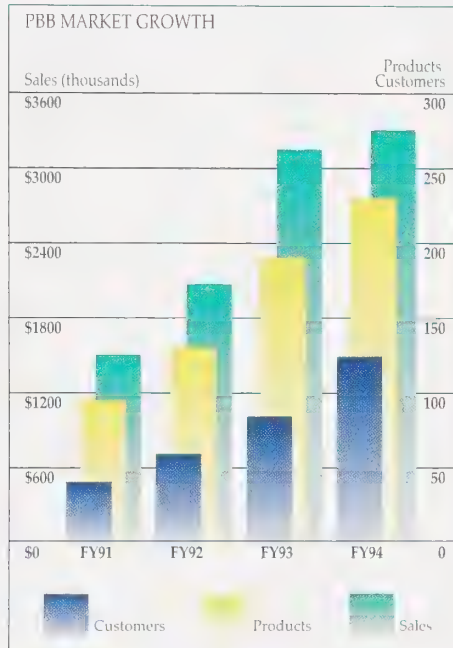
**MARGINS**

Gross margins were flat at 51.4% in FY1993 compared to 51.5% in FY1994, while operating

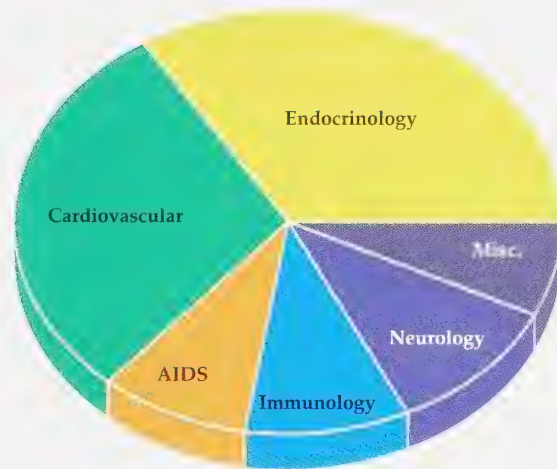
margins increased from 30.3% to 31.3%. The Company's operating margins are highly affected by incremental volume changes.

**INVENTORY**

During FY1994, inventory of selected products was increased to lower unit costs and improve delivery. The Company now maintains an inventory of more than 190 PBB Products.



PBB USE — FY1994  
MARKET/CLINICAL INDICATIONS



### PEPTIDE BUILDING BLOCK MARKETS

Synthetech's "peptide building blocks" are amino acid derivatives that drug companies use as raw materials to make peptide-based drugs. Markets for these materials depend on the stage of development and the level of testing or marketing of these synthetic peptide drugs.

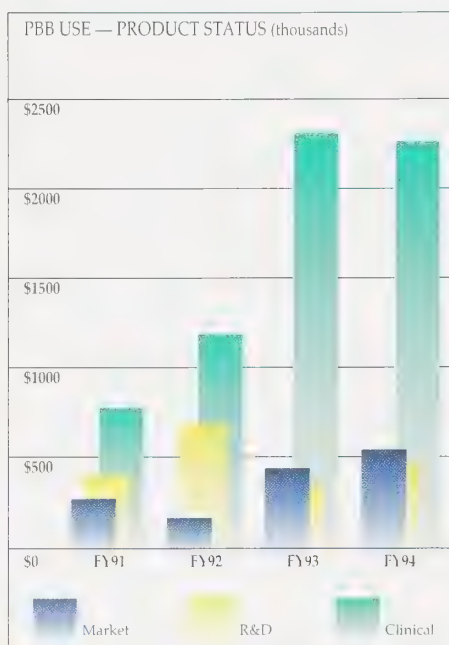
The market for peptide building blocks for a particular peptide

drug is dependent upon several factors:

- How much peptide building block is needed to make the peptide.
- The size of the patient population and amount needed per patient.
- The price of the peptide building blocks used.

Because of these varying demands, the wide range of drugs under development and the multiple uses of individual

drugs, it is impractical to estimate the potential market for these raw materials. Many peptide drugs, however, are entering clinical trials; some will require ton quantities of peptide building blocks if approved.



## PEPTIDE DRUG DEVELOPMENTS

In addition to the peptide development programs at the major pharmaceutical companies, many of the young biopharmaceutical companies have peptides as a primary focus of their drug development efforts.

Although we cannot provide information about specific drugs (when we have such information) and companies due to the confidential relationship between Synthetech and our customers, an overview of developments and changes in product status and applications should provide some insight into PBB markets.

By our estimates, in FY1994, about 17% of the Company's PBB sales went into marketed drugs (up 23% from FY1993), about 69% were for drugs in clinical or late preclinical trials (down 2% from FY1993) and about 17% were for drugs at the R&D or discovery stage (up 27% from FY1993). PBB sales for marketed and clinical stage drugs fell into two major and four smaller categories this year: about one-third for endocrinology applications (same as last year), about one-fourth for cardiovascular (same as last year) but about one-half of last year's AIDS uses was displaced by a new category of neurological applications, with the remainder for immunology, cancer and other uses similar to last year. Seventy-one customers bought R&D quantities (up 50% from last year), indicative of the growing R&D effort in peptide-based drugs.



Of last year's approximately twenty drugs in the clinical stage of development for which we supplied PBB materials, twelve were no-shows or major fall-offs this year and eight continued to develop. However, approximately thirteen new clinical stage drugs appeared, although initial sales volume was low. It is very important to understand the risky nature of drug development — according to a 1990 study by Tufts University, only one in five drugs that begins clinical trials receives FDA approval.

## PROSPECTS

Companies continue to develop and use sophisticated techniques which allow rapid initial evaluation of thousands of different peptides. This approach, combined with "rational drug design," is revolutionizing the drug development world.

The expanded use of specialty amino acids and pseudo-peptides has created a whole new area of development called "peptide-mimetics" and "peptoids." Some of the products in development which utilize our products are referred to specifically as "non-peptide" because they have been altered so much from their peptide origins. These products offer greater potency, stability and bioavailability. They, along with conventional peptides, are leading developments in "small molecule" biotechnology.

## CUSTOMER RELATIONS

As in the past, our customers continue to cite several factors which have contributed to our success to date:

### Fast delivery times

A large selection of stock items and short production lead times contribute here.

### Competitive pricing

Large production lots and multiple customers for most products help here.

### Quality

Being the first to produce many specialty amino acids, we set high initial standards for quality.

Our goal is to maintain our present level of customer satisfaction and be the preferred supplier of peptide building blocks to the peptide industry.

**MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL  
CONDITION AND RESULTS OF OPERATIONS**  
Synthetech, Inc.

**RESULTS OF OPERATIONS**

The following table sets forth, for the periods indicated, the percentage of revenues represented by each item included in the Statements of Operations.

	Percentage of Revenues		
	Fiscal Years Ended March 31,		
	1994	1993	1992
Revenues .....	100.0%	100.0%	100.0%
Cost of Sales .....	48.5	48.6	49.7
Gross Profit .....	51.5	51.4	50.3
Research and Development .....	3.6	3.2	6.2
Selling, General and Administrative .....	16.6	17.9	20.1
Operating Income .....	31.3	30.3	24.0
Other Income .....	1.6	2.7	0.6
Interest Expense .....	0.9	1.0	2.1
Income Before Income Taxes and Extraordinary Item .....	32.0	32.0	22.5
Provision for Income Taxes .....	3.2	12.3	8.6
Income Before Extraordinary Item Extraordinary Item: Tax Benefit of Operating Loss Carryforward .....	28.8	19.7	13.9
Net Income .....	28.8	31.6	22.5

**Fiscal 1994 Compared to Fiscal 1993**

Synthetech revenues grew by 15% to \$4.03 million in 1994 from \$3.51 million in 1993. The growth in revenues was attributable to increased product sales reflecting continued market acceptance of the product line of peptide building blocks and other fine chemicals. Sales of peptide building blocks, the Company's primary product line, were \$3.29 million in 1994, up 5% over 1993. Other fine chemical sales were \$742,000 in 1994, up 101% over 1993.

While the Company continues to increase its market penetration with the addition of new customers and products, it has not yet established a stable baseload of demand for its products. The Company's products are part of a new and emerging market with sizable fluctuations in orders between periods. Demand for peptide building blocks is extremely variable since individual clinical trial programs are always subject to significant risk of suspension or early cancellation and only a small percentage of drugs in clinical trial programs are ultimately approved for market use. As a result, the Company expects to continue to see fluctuations in its revenue from period to period. (See "Industry Factors" below.)

Gross profit increased to \$2.08 million or 51.5% of revenues in 1994 from \$1.81 million or 51.4% in 1993.

Research and development ("R&D") expense increased to \$143,000 in 1994 from \$111,000 in 1993. This increase primarily reflects an increase in materials and supplies usage during 1994.

Selling, general and administrative ("SG&A") expense increased to \$671,000 in 1994 from \$628,000 in 1993. As a percentage of revenues, SG&A in 1994 decreased to 16.6% from 17.9% in 1993. Increased expense in 1994 came primarily from professional services and insurance coverage for directors and officers.

Operating income increased to \$1.26 million in 1994 from \$1.07 million in 1993. As a percentage of revenues, operating income increased to 31.3% compared to 30.3% in 1993.

In 1994, other income was \$65,000 as compared to \$94,000 in 1993. Although interest earnings from marketable trading securities was substantially higher in 1994 than those in 1993, the increase was offset by a \$56,000 write down of the Company's holdings of marketable trading securities to market value as a result of significant fluctuations in bond yields near year end.

In 1994, the Company earned \$1.29 million before income taxes. A provision for income taxes of \$129,000 resulted in net income of \$1.16 million. The provision for income taxes for 1994 included utilization of \$440,000 in tax benefits derived from federal net operating loss carryforwards, leaving \$129,000 of federal alternative minimum tax and state tax. In 1993, the Company earned \$1.13 million before income taxes. Utilization of \$416,000 in tax benefits derived from federal net operating loss carry forwards, resulted in net income of \$1.11 million. As of March 31, 1994, the Company has available federal net operating loss carryforwards of approximately \$351,000.

Commencing in 1994, the Company implemented the provisions of Statement of Financial Accounting Standards No. 109, "Accounting for Income Taxes" (SFAS 109). Under SFAS 109, the "provision for income taxes" reported by the Company reflects the tax benefits derived from any appropriate net operating loss carry forwards and the Company no longer reports these tax benefits as an extraordinary item. See Note E to the Financial Statements.

**Fiscal 1993 Compared to Fiscal 1992**

Synthetech revenues grew by 57% to \$3.51 million in 1993 from \$2.23 million in 1992. Sales of peptide building blocks, the Company's primary product line, were up 52% in 1993 over 1992 with the number of products increasing by 47%.

Gross profit increased to \$1.81 million or 51.4% of revenues in 1993 from \$1.12 million or 50.3% of revenues in 1992.

While the level of R&D activity in 1993 was similar to 1992,

## MANAGEMENT'S DISCUSSION AND ANALYSIS OF FINANCIAL CONDITION AND RESULTS OF OPERATIONS

Synthetech, Inc.

R&D expenses decreased to \$111,000 in 1993 from \$139,000 in 1992. This decrease in expense principally reflected a larger allocation of one officer's salary to production activities from R&D.

SG&A expense increased to \$628,000 in 1993 from \$449,000 in 1992. This increase reflected the Company-wide salary increase of approximately 25% and, to a lesser extent, increased sales commissions and marketing efforts. The salary increase was implemented at the beginning of fiscal 1993 to bring salary levels more in line with current market labor rates. All other costs remained relatively stable which resulted in SG&A, as a percentage of revenues, decreasing to 17.9% in 1993 from 20.1% in 1992.

Operating income increased to \$1.07 million in 1993 from \$536,000 in 1992. As a percentage of revenues, operating income increased to 30.3% in 1993 compared to 24.0% in 1992. Although labor costs increased in 1993 due to the Company-wide salary increase, the increase in operating margin reflected the ability of the Company to significantly increase its revenues and quantity of product without corresponding increases in costs.

The increase in other income to \$94,000 in 1993 as compared to \$13,000 in 1992 primarily reflected increased interest earnings in 1993. The slight reduction in interest expense in 1993 over 1992 reflected lower interest expense on the SBA loan.

In 1993, the Company earned \$1.13 million before income taxes and extraordinary item. A provision for income taxes of \$432,000 resulted in income before extraordinary item of \$694,000. Available net operating loss carryforwards, (NOL), offset \$416,000 of the provision, leaving \$16,000 of alternate minimum tax paid by the Company not subject to NOL. Accordingly, an extraordinary item of \$416,000, representing the tax benefit from the utilization of the NOL, resulted in net income of \$1.11 million.

### INDUSTRY FACTORS

The market for peptide building blocks is driven by the market for the peptide-based drugs in which they are incorporated. Since there are only a handful of approved peptide-based drugs on the market today, this market is still very early in development and a substantial amount of the activity is occurring at the research level. Developments of new biological information are creating additional peptide-based drug candidates.

Cost pressures in the pharmaceutical industry, however, have tightened the criteria used to assess drug prospects at all phases of drug development programs. A 1990 study by the Center for the Study of Drug Development conducted by

Tufts University reported that only 50% to 75% of drugs pass each phase of development and ultimately only one in five investigational new drugs obtain approval.

As a supplier of building blocks for peptide-based drugs, Synthetech's revenues will be affected by these industry factors. The high cancellation rate for drug development programs results in a significant likelihood that there will be no subsequent or "follow-on" peptide building block sales for any particular drug development program. Since the majority of Synthetech's revenue historically has been from building blocks used in drug development programs, the overall impact of Synthetech's business from this cancellation rate will depend, to a large extent, on the rate of new drug development efforts being commenced.

These industry factors combined with timing of customer and regulatory decisions and other unanticipated events may produce substantial fluctuations in Synthetech's revenue for the foreseeable future.

### LIQUIDITY AND CAPITAL RESOURCES

At March 31, 1994, the Company had working capital of \$4.12 million compared to \$3.22 million at March 31, 1993. The increase in working capital came primarily from operations. The Company's cash, cash equivalents and marketable trading securities at March 31, 1994 totalled \$2.48 million. In addition, the Company has a \$200,000 unsecured bank line of credit. As of March 31, 1994 there was no amount outstanding under the bank line.

The decrease in accounts receivable to \$512,000 at March 31, 1994 from \$750,000 at March 31, 1993 reflects the lower level of revenues in the fourth quarter of fiscal 1994 compared to fiscal 1993. The increase in inventory to \$1,497,000 at March 31, 1994 from \$1,112,000 at March 31, 1993 resulted primarily from an increase in finished products inventory which improves the Company's ability to serve its customer base.

The Company's capital expenditures were approximately \$396,000 during fiscal 1994. The Company currently anticipates acquiring approximately \$300,000 of additional equipment and upgrades to existing plant and equipment during fiscal 1995 and expects to finance these capital expenditures from operations. The Company believes that its existing funds, together with cash flow from operations and proceeds from banking relationships, should be sufficient to meet anticipated funding requirements over the near term.

The Company owns its headquarters, plant and all of its equipment. See Notes D and F to Financial Statements for a description of the Company's property, plant and equipment and the SBA guaranteed loan which is secured by the Company's property, plant and equipment.

**BALANCE SHEETS**

Synthetech, Inc. — At March 31

	1994	1993
<b>ASSETS</b>		
<b>Current Assets</b>		
Cash and cash equivalents .....	\$ 579,458	\$ 879,231
Marketable trading securities .....	1,899,167	867,426
Accounts receivable, less allowance for doubtful accounts of \$0 for 1994 and 1993 .....	511,833	749,706
Inventories (Note C) .....	1,496,713	1,112,182
Prepaid expenses .....	55,554	40,551
Other current assets .....	11,844	40,462
<b>Total Current Assets</b> .....	<b>4,554,569</b>	<b>3,689,558</b>
<b>Property, Plant and Equipment</b> , at cost, net (Notes D and F) .....	991,584	696,334
<b>Other Assets</b> .....	28,271	37,719
	<b>\$ 5,574,424</b>	<b>\$4,423,611</b>
<b>LIABILITIES AND SHAREHOLDERS' EQUITY</b>		
<b>Current Liabilities</b>		
Accounts payable and accrued expenses .....	\$ 402,162	\$ 439,836
Current portion of long-term debt (Note F) .....	29,400	29,400
<b>Total Current Liabilities</b> .....	<b>431,562</b>	<b>469,236</b>
<b>Long-Term Debt, Net of Current Maturities</b>		
SBA Loan (Note F) .....	369,950	399,350
<b>Shareholders' Equity</b> (Note G)		
Common stock, \$.001 par value; authorized 100,000,000 shares; issued and outstanding, 12,010,742 and 11,955,011 shares .....	12,011	11,955
Paid-in capital .....	5,152,151	5,098,305
Accumulated deficit .....	(391,250)	(1,555,235)
	<b>4,772,912</b>	<b>3,555,025</b>
	<b>\$ 5,574,424</b>	<b>\$4,423,611</b>

See notes to financial statements.

## STATEMENTS OF OPERATIONS

Synthetech, Inc. — Years Ended March 31

	1994	1993	1992
Revenues (Note B) .....	\$4,033,519	\$3,510,473	\$2,232,938
Cost of sales .....	1,955,770	1,704,908	1,108,745
<b>Gross Profit</b> .....	<b>2,077,749</b>	<b>1,805,565</b>	<b>1,124,193</b>
Research and development .....	143,462	111,259	139,238
Selling, general and administrative .....	671,317	628,119	448,458
<b>Operating Expenses</b> .....	<b>814,779</b>	<b>739,378</b>	<b>587,696</b>
<b>Operating Income</b> .....	<b>1,262,970</b>	<b>1,066,187</b>	<b>536,497</b>
Other Income .....	65,222	94,461	13,258
Interest Expense .....	34,876	34,544	47,206
<b>Income Before Income Taxes and Extraordinary Item</b> .....	<b>1,293,316</b>	<b>1,126,104</b>	<b>502,549</b>
Provision for Income Taxes (Note E) .....	129,331	432,424	192,978
<b>Income Before Extraordinary Item</b> .....	<b>1,163,985</b>	<b>693,680</b>	<b>309,571</b>
<b>Extraordinary Item:</b>			
Tax benefit of operating loss carryforward (Note E) .....	—	416,078	192,978
<b>Net Income</b> .....	<b>\$1,163,985</b>	<b>\$1,109,758</b>	<b>\$ 502,549</b>
<b>Net Income per Common Share</b>			
Before extraordinary item .....	\$0.09	\$0.06	\$0.03
Extraordinary item .....	—	0.03	0.01
	\$0.09	\$0.09	\$0.04
<b>Shares Used in Per Share Calculation (Note B)</b> .....	<b>13,166,363</b>	<b>12,717,771</b>	<b>11,868,371</b>

See notes to financial statements.

## STATEMENTS OF SHAREHOLDERS' EQUITY

Synthetech, Inc. — Years Ended March 31

	Common Stock		Paid-In	Accumulated	Deferred
	Shares	Amount	Capital	Deficit	Compensation
BALANCE, MARCH 31, 1991 .....	10,813,361	\$10,813	\$4,080,167	(\$3,167,542)	(\$11,310)
Issuance of stock for:					
Private placement .....	1,000,000	1,000	975,369	—	—
Exercise of warrants .....	100,000	100	9,900	—	—
Exercise of stock options .....	9,600	10	8,054	—	—
Amortization of deferred compensation .....	—	—	—	—	11,310
Net income .....	—	—	—	502,549	—
BALANCE, MARCH 31, 1992 .....	11,922,961	11,923	5,073,490	(2,664,993)	\$ 0
Issuance of stock for the exercise of stock options ..	32,050	32	24,815	—	—
Net income .....	—	—	—	1,109,758	—
BALANCE, MARCH 31, 1993 .....	11,955,011	11,955	5,098,305	(1,555,235)	0
Issuance of stock for the exercise of stock options ..	55,731	56	53,846	—	—
Net income .....	—	—	—	1,163,985	—
BALANCE, MARCH 31, 1994 .....	12,010,742	\$12,011	\$5,152,151	(\$ 391,250)	0

See notes to financial statements.

**STATEMENTS OF CASH FLOWS**  
Synthetech, Inc. — Years Ended March 31

	1994	1993	1992
<b>CASH FLOWS FROM OPERATING ACTIVITIES (Note B):</b>			
Net income .....	\$1,163,985	\$1,109,758	\$502,549
<b>Adjustments to reconcile net income to net cash provided by (used in) operating activities:</b>			
Depreciation, amortization and other .....	104,331	107,525	144,430
Amortization of deferred compensation .....	—	—	11,310
Gain on sales of property, plant and equipment .....	(16,643)	(165)	—
Loss on marketable trading securities .....	56,020	—	—
Purchases of marketable trading securities .....	(4,844,069)	(2,210,391)	(1,232,330)
Proceeds from sale of marketable trading securities .....	3,756,308	1,858,713	716,582
<b>(Increase) decrease in assets:</b>			
Accounts receivable, net .....	237,873	40,536	(290,221)
Inventories .....	(384,531)	(505,702)	(165,905)
Prepaid expenses .....	(15,003)	(19,240)	(7,098)
Other assets .....	34,319	(40,923)	20,547
<b>Increase (decrease) in liabilities:</b>			
Accounts payable and accrued expenses .....	(37,674)	233,740	(35,157)
Deferred revenue .....	—	—	(2,750)
Net cash provided by (used in) operating activities .....	<b>54,916</b>	<b>573,851</b>	<b>(338,043)</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>			
Property, plant and equipment purchases .....	(395,834)	(204,702)	(133,438)
Proceeds from sales of property, plant and equipment .....	16,643	165	—
Net cash used in investing activities .....	<b>(379,191)</b>	<b>(204,537)</b>	<b>(133,438)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>			
Principal payments under long-term debt obligations .....	(29,400)	(29,400)	(29,400)
Principal payments under lease settlement .....	—	—	(10,000)
Proceeds from issuance of common stock .....	—	—	1,010,000
Cash paid for expenses related to the private placement of common stock .....	—	—	(23,631)
Proceeds from stock option exercises .....	53,902	24,847	8,064
Net cash provided by (used in) financing activities .....	24,502	(4,553)	955,033
<b>Net Increase (Decrease) in Cash and Cash Equivalents .....</b>	<b>(299,773)</b>	<b>364,761</b>	<b>483,552</b>
<b>Cash and Cash Equivalents at Beginning of Year .....</b>	<b>879,231</b>	<b>514,470</b>	<b>30,918</b>
<b>Cash and Cash Equivalents at End of Year .....</b>	<b>\$579,458</b>	<b>\$879,231</b>	<b>\$514,470</b>

See notes to financial statements.

## NOTES TO FINANCIAL STATEMENTS

Synthetech, Inc

### NOTE A. GENERAL AND BUSINESS

Synthetech, Inc. (the "Company"), an Oregon corporation, produces fine chemicals with an emphasis on amino acid derivatives which the Company refers to as peptide building blocks.

### NOTE B. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

**Cash and Cash Equivalents:** Cash and cash equivalents include demand cash and all investments purchased with an original maturity of three months or less.

**Marketable Trading Securities:** In 1993, the Financial Accounting Standards Board issued Statement No. 115 (SFAS 115), Accounting for Certain Investments in Debt and Equity Securities. Although adoption of SFAS 115 is not required until fiscal years beginning after December 15, 1993, the Company has elected earlier adoption. In accordance with the provisions of SFAS 115, the Company has classified its investments as trading securities. Accordingly, in the future, the Company will record its investments at market value with a corresponding gain or loss recorded in the statements of operations. The Company previously recorded its investments at the lower of cost or market. The adoption of SFAS 115 did not have a material impact on the Company's financial position or results of operations.

Marketable trading securities consist mostly of government obligations. The Company determines cost basis in its investments using the specific identification method.

**Property, Plant and Equipment:** Property and equipment are recorded at cost. Depreciation and amortization are provided on the straight-line method over seven to thirty-nine years for buildings and land improvements, and five to seven years on all other property. When property is sold or retired, the cost and accumulated depreciation reserves are removed from the accounts and the resulting gain or loss is included in income.

**Revenue Recognition:** Sales of tangible products are recognized when products are shipped.

**Research and Development Costs:** Research and development costs are expensed as incurred.

**Other Assets:** Other assets primarily represent deferred charges on capitalized loan fees and patent costs, which are amortized over the term of the loan and useful life of the patent, respectively.

**Earnings Per Share:** Earnings per share are computed using the weighted average number of shares and common stock equivalents (stock options and warrants) outstanding during the period. The shares used in the basic earnings per share calculation for 1994, 1993 and 1992 were 12,002,135, 11,942,335 and 11,362,861, respectively, while the shares used in the fully diluted earnings per share calculation for 1994, 1993 and 1992 were 13,166,363, 12,717,771 and 11,868,371, respectively.

No distinction between basic earnings per share and fully diluted earnings per share has been shown on the statement of operations as there is no effect after rounding considerations.

**Supplemental cash flow disclosures are as follows:**

**Cash Paid During The Year For:**

	1994	1993	1992
Income Taxes .....	\$ 157,132	\$ 16,346	\$ —
Interest .....	\$ 31,167	\$ 34,367	\$ 47,206

### NOTE C. INVENTORIES

Inventories are stated at the lower of cost or market, determined on the first-in, first-out (FIFO) basis. Cost utilized for inventory purposes include labor, material, and manufacturing overhead.

**The major components of inventories are as follows:**

	March 31,	
	1994	1993
Finished products .....	\$ 1,061,651	\$ 639,972
Work-in-process .....	30,651	130,002
Raw materials .....	410,411	348,208
Inventory Reserve .....	(6,000)	(6,000)
	\$ 1,496,713	\$1,112,182

### NOTE D. PROPERTY, PLANT AND EQUIPMENT

**Property, plant and equipment consist of the following:**

	March 31,	
	1994	1993
Land .....	\$ 90,602	\$ 90,602
Buildings .....	556,341	497,122
Machinery and equipment .....	895,432	630,625
Laboratory equipment .....	212,516	212,516
Furniture and fixtures .....	63,988	57,029
Vehicles .....	26,312	15,866
Construction in progress .....	71,718	73,704
	\$ 1,916,909	\$ 1,577,464
Less: Accumulated depreciation .....	925,325	881,130
	\$ 991,584	\$ 696,334



**NOTE E. INCOME TAXES**

In the first quarter of fiscal year 1994, the Company adopted Statement of Financial Accounting Standards No. 109 (SFAS 109), Accounting for Income Taxes. As permitted by SFAS 109, prior period financial statements have not been restated. The implementation of this standard had no cumulative effect on the Company's reported financial position or results of operations. At March 31, 1994, the Company had total deferred tax assets of approximately \$146,000, consisting principally of available net operating loss carryforwards. No benefit for these operating losses has been reflected in the accompanying financial statements as they do not satisfy the recognition criteria set forth in SFAS 109. Total deferred tax liabilities were insignificant as of March 31, 1994.

As of March 31, 1994, the Company has available federal net operating loss carryforwards of approximately \$351,000, which expire between the years 2000 and 2004. A portion of available federal net operating loss carryforwards were used to offset financial reporting taxable income for the year ended March 31, 1994. The Company has general business tax credit carryforwards of approximately \$129,000, which expire between the years 2000 and 2004. The Company also has approximately \$32,000 in alternative minimum tax credit carryforwards that do not expire.

**The reconciliation between the effective tax rate and the statutory federal income tax rate is as follows:**

	1994	1993	1992
Statutory federal tax rate .....	34.0 %	34.0 %	34.0 %
Federal net operating loss utilized ....	(34.0)%	(34.0)%	(34.0)%
Federal alternative minimum tax .....	1.4 %	1.4 %	—
State taxes .....	8.6 %	—	—
Effective tax rate .....	10.0 %	1.4 %	—

In 1993 and 1992, the tax benefit of net operating loss carryforwards utilized were accounted for as an extraordinary item in the accompanying statement of operations as required by Accounting Principles Board No. 11.

**NOTE F. LONG-TERM DEBT**

**Long-term debt consisted of the following at March 31:**

	1994	1993
SBA loan .....	\$ 399,350	\$ 428,750
Less current maturities .....	29,400	29,400
	\$ 369,950	\$ 399,350

The Small Business Administration (SBA) loan bears interest at prime rate plus 1.5% (7.5% at March 31, 1994). The loan is due in monthly installments of \$2,450 plus interest through September, 1997, and the remaining balance is due October, 1997. The note is collateralized by property, plant and equipment located in Albany, Oregon.

**Total maturities of the SBA Loan are:**

YEAR ENDING MARCH 31,	
1995 .....	29,400
1996 .....	29,400
1997 .....	29,400
1998 .....	311,150
	\$ 399,350

**Line of Credit:** The Company has a line of credit available with a bank in the amount of \$200,000 with an applicable interest rate of 8 percent at March 31, 1994. There were no amounts outstanding under this loan at the end of the fiscal year. This line of credit expires on July 15, 1994.

**NOTE G. SHAREHOLDERS' EQUITY**

The Amended and Restated 1984 Stock Option and Bonus Plan (the "1984 Plan") was approved by the Company's Shareholders on July 15, 1986. Under the 1984 Plan 200,000 shares are authorized to be issued. As of March 31, 1994, 159,850 shares have been issued pursuant to the 1984 Plan and are currently outstanding. These shares are now vested and no longer carry any employment restrictions. A total of 500,000 shares issued outside the 1984 Plan to officers and directors have vested and no longer carry any employment or Board of Directors membership restrictions. There were no issuances of stock from the 1984 Plan or outside the 1984 Plan during fiscal year 1994.

The Amended and Restated 1990 Stock Option Plan was approved by the shareholders at the annual shareholders meeting in November, 1990. On October 4, 1993, the Plan was amended by the shareholders to increase to the maximum number of shares of the Company's Common Stock which are subject to the 1990 Plan to 1,600,000 from 1,000,000 shares. A total of 97,381 options have been exercised and 41,160 options have been cancelled as of March 31, 1994 under the plan since its inception.

**NOTES TO FINANCIAL STATEMENTS**  
Synthetech, Inc.

**Activity under the Amended and Restated 1990 Stock Option Plan is summarized as follows:**

	Number of Shares	Option Price	
		Per Share	Total
Options outstanding at March 31, 1990	—	\$ —	\$ —
Options granted	278,400	.84	233,856
Options exercised	—	—	—
Options cancelled	—	—	—
Options outstanding at March 31, 1991	278,400	.84	233,856
Options granted	250,800	.61 - .66	154,488
Options exercised	(9,600)	.84	(8,064)
Options cancelled	(23,600)	.66 - .84	(17,304)
Options outstanding at March 31, 1992	496,000	.66 - .84	362,976
Options granted	240,000	1.25	300,000
Options exercised	(32,050)	.61 - .84	(24,848)
Options cancelled	(17,560)	.66 - 1.25	(15,720)
Options outstanding at March 31, 1993	686,390	.66 - 1.25	622,408
Options granted	271,960	1.72	467,771
Options exercised	(55,731)	.61 - 1.25	(53,902)
Options cancelled	—	—	—
Options outstanding at March 31, 1994	902,619	\$.61 - 1.72	\$1,036,277
Options became exercisable during fiscal 1994	189,361	\$.61 - 1.25	\$191,070

As of March 31, 1994, options to purchase 441,295 shares of Common Stock were exercisable.

Subsequent to March 31, 1994, on May 27, 1994, the Compensation Committee of the Board of Directors authorized the issuance of an additional 200,000 options to employees under the Amended and Restated 1990 Stock Option Plan. These options have an exercise price of \$2.22 per share, the fair market value on May 27, 1994 and vest 50% on April 1, 1995 with the remaining 50% vesting on April 1, 1996. The total number of stock options outstanding increased from 902,619 to 1,102,619 as of May 27, 1994.

On September 30, 1991, Synthetech consummated a stock and warrant sale to JB Partners, a general partnership formed under the laws of New York. JB Partners is an investment partnership affiliated with Peter B. Cannell & Co. Inc., a New York investment management firm. Under the Stock and Warrant Purchase Agreement, Synthetech sold 1 million shares of restricted common stock and a warrant for an additional 1 million shares of restricted common stock for an aggregate consideration of \$1 million. Related expenses were \$23,631. The exercise price of the 5-year, nontransferable warrant is \$1.00 per share. The Company has provided JB Partners with limited registration rights after 5 years. In addition, the directors and officers of the Company other than Page E. Golsan, III, have entered into a shareholders agreement with JB Partners, pursuant to which they agree to vote

their shares of stock in favor of a nominee to the Board of Directors selected by JB Partners. As of March 31, 1994 this warrant had not been exercised.

On January 7, 1992, the Board of Directors authorized the issuance of a warrant to Page E. Golsan, III. Mr. Golsan is a member of the Board of Directors. The warrant is for the purchase of up to 25,000 shares of the Company's restricted common stock at a purchase price of \$1.81 per share, the market value on January 7, 1992. The warrant expires on December 31, 1996.

On February 5, 1992, the Board of Directors authorized the issuance of a warrant to Emanuel and Company. The warrant is for retention of Emanuel and Company as the Company's investment banker. The warrant is for the purchase of 100,000 shares of the Company's restricted common stock at an exercise price of \$2.22 per share, the market value on February 5, 1992. The warrant expires on December 31, 1996.

**NOTE H. 401(K) PROFIT SHARING PLAN**

The Company established a 401(k) Profit Sharing Plan on April 1, 1992. This plan is offered to eligible employees, who may elect to contribute up to 16% of compensation, and includes a Company matching contribution of \$.50 for each \$1.00 contributed by the employee up to 10% of compensation. The Company contribution becomes fully vested for each employee after 5 years of employment. The Company matching contribution for fiscal 1994 was \$31,553.

**NOTE I. SEGMENT INFORMATION:**

**Significant Customers:** During fiscal year 1994, two customers accounted for 22% and 11% of total revenues. During fiscal year 1993, three customers accounted for 23%, 16%, and 12% of total revenues. During fiscal year 1992, one customer accounted for 39% of total revenues.

**Sales to Foreign Countries:** During fiscal 1994, approximately \$655,000 (16%) of the Company's revenues were generated from product shipments principally to Europe and Japan. During fiscal 1993, approximately \$526,000 (15%) of the Company's revenues were generated from product shipments principally to Europe and Japan. During fiscal 1992, approximately \$558,000 (25%) of the Company's revenues were generated from product shipments principally to Europe.

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**REPORT OF MANAGEMENT RESPONSIBILITIES  
FOR FINANCIAL STATEMENT**

The management of Synthetech has prepared and is responsible for the financial statements and related information in the Annual Report. The financial statements, which include amounts based on judgment, have been prepared in conformity with generally accepted accounting principles consistently applied, and management has used estimates and judgment with consideration to materiality. The system of internal controls of the Company is designed to provide reasonable assurances that the financial records are adequate and can be relied upon to provide information for the preparation of financial statements.

Arthur Andersen & Co., independent certified public accountants, has examined the Company's financial statements, as described in their report. The report expresses an independent opinion of the fairness of presentation of the financial statements.

The Board of Directors, through its Audit Committee consisting solely of outside directors, reviews the Company's financial reporting and accounting practices. This committee and the independent accountants have free access to each other, with or without management being present, to discuss the results of their audits and their opinions on the adequacy of the quality of the financial reporting.

REPORT OF INDEPENDENT PUBLIC  
ACCOUNTANTS

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**To the Board of Directors and Shareholders of Synthetech, Inc.:**

We have audited the accompanying balance sheets of Synthetech, Inc. (an Oregon corporation) as of March 31, 1994 and 1993, and the related statements of operations, stockholders' equity and cash flows for each of the three years in the period ended March 31, 1994. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Synthetech, Inc. as of March 31, 1994 and 1993, and the results of its operations and its cash flows for each of the three years in the period ended March 31, 1994 in conformity with generally accepted accounting principles.

As explained in Note E to the financial statements, effective April 1, 1993, the Company changed its method of accounting for income taxes as required by the Financial Accounting Standards Board's Statement No. 109.

*Arthur Andersen & Co.*

Portland, Oregon

May 20, 1994

#### DIRECTORS

**Paul C. Ahrens**

Director since 1981, President, C.E.O. and Secretary.

**Howard L. Farkas**

Director since 1985. President of Farkas Group (real estate brokerage and management). Officer in Manistee Gas Limited Liability Company. Secretary and Director of Acquisition Industries. Chairman of Logic Devices, Inc.

**Page E. Golsan, III**

Director since 1991. Principal of Golsan Management Co. (an investment advisory company). President and C.E.O. of Bridgetown Capital (an investment company). Director of Panef Corporation.

**Michael A. Mitton**

Director since 1983, Chairman of the Board. President, C.E.O. and Director of Chemical Biosensors, Inc. (developing novel detection technology). Former President, C.E.O. and Treasurer of Synthetech, Inc.

#### OFFICERS

**Paul C. Ahrens**

President, C.E.O. and Secretary

**Philip L. Knutson**

Vice President of Research and Development

**M. "Sreeni" Sreenivasan**

Chief Operating Officer

**Charles B. Williams**

Vice President of Finance and Administration

#### COMPANY LOCATION

1290 Industrial Way  
Albany, Oregon 97321

#### STOCK TRANSFER AGENT

American Securities Transfer, Inc.  
1825 Lawrence Street, Suite 444  
Denver, Colorado 80202-1817

#### COMPANY FINANCIAL INFORMATION

A copy of the Annual Report as filed with the Securities and Exchange Commission on Form 10-KSB will be mailed at no charge upon request to Investor Relations, Synthetech, Inc., P.O. Box 646, Albany, Oregon 97321.

#### SYNTHETECH STOCK (NZYM)

Synthetech Common Stock is listed in the National Association of Securities Dealers Automated Quotation System (NASDAQ) under the symbol "NZYM."

#### STOCK DATA

	Fiscal Year Ended March 31			
	1994		1993	
	High	Low	High	Low
First Quarter . . . . .	\$2.69	\$1.56	\$1.69	\$1.06
Second Quarter . . . . .	2.84	2.19	1.94	1.38
Third Quarter . . . . .	4.28	2.50	1.56	1.13
Fourth Quarter . . . . .	3.38	2.25	2.00	1.44

No dividends on the Company's Common Stock have been paid since inception and the Company does not anticipate that dividends will be paid in the foreseeable future. The number of record holders of Common Stock as of June 15, 1994 was approximately 834.

#### INDEPENDENT AUDITORS

Arthur Andersen & Co.  
Portland, Oregon

#### LEGAL COUNSEL

Perkins Coie  
Portland, Oregon



**SYNTECH**

Peptide Building Blocks • Specialty Amino Acids

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